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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General*

Summary

The present report, prepared pursuant to General Assembly resolution 72/304, highlights key developments in United Nations peacekeeping since the issuance of the previous report (A/72/573 and A/72/573/Add.1) and identifies issues for consideration by the Special Committee on Peacekeeping Operations. The addendum to the present report provides information on the status of the specific requests made by the Special Committee in its report for 2018 (A/72/19).

* The present report was submitted after the deadline in order to reflect the most recent available information.

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I. Introduction

1. The successful conclusion of the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Mission in Liberia (UNMIL) in 2017 were significant milestones for United Nations peacekeeping. The United Nations Stabilization Mission in Haiti (MINUSTAH) also began a transition to a smaller peacekeeping presence as the United Nations Mission for Justice Support in Haiti (MINUJUSTH), and plans are under way to draw down the African Union-United Nations Hybrid Operation in Darfur (UNAMID).

2. Notwithstanding those accomplishments, peacekeeping missions continue to operate in difficult environments. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Mission in South Sudan (UNMISS) pursued mandates to support challenging political processes, protect civilians and support national capacity-building, including in the areas of security, the rule of law and the upholding of human rights. In the Middle East, the United Nations Interim Force in Lebanon (UNIFIL) continued to safeguard the cessation of hostilities between Israel and Lebanon.

3. Across peacekeeping operations in Africa and the Middle East, new threats are emerging. Transnational organized crime, regionalized conflicts and asymmetric attacks and the use of terrorist tactics against peacekeepers undermine the implementation of mandates to support peace. Regional and international tensions have further complicated efforts to bring peace, increasing the challenges of finding consensus with regard to peace processes. I have been particularly appalled by the high level of casualties suffered by peacekeeping operations since the beginning of my tenure.

4. Those challenges led me to launch a new initiative, Action for Peacekeeping, in March 2018. Recognizing that United Nations peacekeeping is a collective and multilateral instrument that depends on a range of stakeholders playing their respective roles, the initiative aims to revitalize the political will and action required for success in today's difficult operations. The initiative, widely endorsed by Member States, identifies commitments that must be fulfilled by all stakeholders to ensure that our operations perform to their fullest abilities within the parameters of realistic expectations. United Nations peacekeeping, a tool developed by the Organization to support parties to conflict in achieving peace, has a noble legacy of supporting peace and stability across the globe. Peacekeeping has evolved over the decades in response to the changing nature of conflict. Today's challenges of protracted and regionalized conflicts for which definitive resolutions are elusive, and the increasingly non-permissive environments within which United Nations missions must operate, combined with budgetary pressure, dictate fresh approaches to mandate implementation.

II. Secretariat-wide reforms and peacekeeping

A. Reform of the Peace and Security Architecture

5. As noted in the 2015 report of the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446), fragmentation of the United Nations peace and security pillar undermines efforts to resolve conflict early and effectively. My reforms to the Secretariat architecture (see A/72/525), approved by the General Assembly on

20 December 2017 (see resolution 72/199), prioritize the prevention of conflict and the sustaining of peace, enhance the effectiveness and coherence of peacekeeping operations and special political missions and move towards a single, integrated peace and security pillar that aligns more closely with the development and human rights pillars. Those changes will enable greater coherence and a more strategic, regionally coordinated response to peace and security challenges.

6. Following the adoption by the General Assembly of resolution 72/262 C, the current Department of Political Affairs and Department of Peacekeeping Operations are preparing to transition to a new structure on 1 January 2019 that consists of two new departments: the Department of Political and Peacebuilding Affairs and the Department of Peace Operations. A Standing Principals' Group will ensure unified leadership on peace and security matters. The two departments will share a single political-operational structure under three Assistant Secretaries-General with regional responsibilities, reporting to the two Under-Secretaries-General who will link the departments and manage strategic, political and operational issues.

B. New management paradigm

7. In my statement to the General Assembly upon taking office, I emphasized that the United Nations must focus more on delivery and less on process; more on people and less on bureaucracy. The report of the High-level Independent Panel on Peace Operations concluded that United Nations field operations continued to be tied to an administrative framework that does not enable effective and efficient field operations. It recommended that the Secretariat develop new field-responsive and results-oriented policies and procedures and empower the field through enhanced delegation of authority that aligns responsibility for mandate delivery with authority to manage resources. Those findings were largely echoed by the internal review team on management that I established in 2017, which had a broader mandate to review the management of the Secretariat as a whole.

8. In September 2017, I submitted to the General Assembly a vision for a new management paradigm for the Secretariat (see A/72/492) based on three main principles: simplification of the policy framework, decentralization of decision-making authority to the point of delivery and enhanced accountability and transparency.

9. In response to a second report on the implementation of that vision (see A/72/492/Add.2), the General Assembly approved, in its resolution 72/266 B, the reorganization of the existing Department of Management and Department of Field Support into the new Department of Management Strategy, Policy and Compliance and the new Department of Operational Support.

10. The new management architecture at Headquarters will facilitate the shift to the new management paradigm and ensure the continued relevance of the United Nations by improving its ability to effectively and accountably implement its mandates.

C. Expected impact of the new management paradigm on field support

11. Key elements of the shift to a new management paradigm include the decentralization of authority and the simplification of policies and process. I intend to empower heads of mission by directly delegating authority for the implementation of the Financial Regulations and Rules and Staff Regulations and Rules of the United Nations to them, depending on the capacity of their missions to accountably exercise those authorities. In addition, I intend to expand the present delegation of authority,

which is currently delegated indirectly to field missions, to ensure the missions can act responsively and efficiently to emerging demands. For missions without sufficient capacity, whether on an ongoing basis or during mission start-up or liquidation, the delegations can be exercised on behalf of a mission by the Department of Operational Support. That expansion and the direct delegation of authority will resolve the long-standing misalignment of the responsibility for mandate implementation, which rests with the head of mission, and the authority for resource management which currently, in many cases, rests with Headquarters or with the director or chief of mission support. It will allow heads of mission to be truly accountable for the performance of their respective missions.

12. Heads of mission will be supported by the two new management-related departments at Headquarters. The Department of Management Strategy, Policy and Compliance will be responsible for establishing the overall administrative policy framework in the Secretariat and monitoring compliance with that framework, while the Department of Operational Support will provide advice and operational support not only to field missions but to all entities across the Secretariat in order to facilitate programme delivery and mandate implementation. The Department of Operational Support will also exercise authorities on behalf of entities that do not have sufficient capacity to exercise delegated authorities in an accountable manner, including missions in the early stages of start-up. Peacekeeping operations will benefit significantly from the clearer delineation of roles within the new structures and the integrated approach to all entities across the global Secretariat.

13. Much of the restructuring effort at Headquarters is focused on rationalizing structures to address current fragmentation and facilitate streamlined and integrated approaches to meeting operational requirements. For example, responsibility for operational and administrative tasks critical for supporting military and police contingents in the field, particularly in the areas of force generation and medical support, are currently split across the Department of Management and the Department of Field Support. In the future, those requirements will be addressed through new integrated structures within the Department of Operational Support and will not only support ongoing efforts to improve performance and capability, but will also help to improve the safety and security of peacekeepers. A new Uniformed Capabilities Support Division will consolidate capacities, currently spread across three divisions in two departments, and establish a single point of contact for troop- and police-contributing countries with regard to all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. It will also enable faster processing of reimbursements and other claims. Health-care management and occupational health and safety, currently spread across three departments, will also be consolidated into a single division within the Department of Operational Support for a more holistic approach to field medical issues to improve the safety and security of peacekeepers.

14. Logistics and procurement functions, which are currently split between two departments, will also be consolidated within the new Office of Supply Chain Management of the Department of Operational Support to enable an integrated approach that will eliminate the lengthy bureaucratic delays currently caused by the many interdepartmental hand-off points in the acquisitions process. It will allow for more responsive delivery of the right goods and services at the right place, time and cost, while maintaining controls against waste, fraud and abuse. It will also enable a more comprehensive approach to performance measurement and a more sophisticated manner of accounting for the total cost of ownership, rather than a narrow focus on purchase costs.

15. Other capacities within the Department of Operational Support that will improve the ability of peace operations to deliver results include the Support

Partnerships Service. The Service will provide a dedicated entry point for external partners for situations in which the Organization provides support to non-United Nations activities, including African peace support operations such as the African Union Military Observer Mission in Somalia (AMISOM) and the Joint Force of the Group of 5 for the Sahel, greater cooperation with United Nations partners and situations when the Organization requires bilateral support from donors. Separately, the Operational Planning Service and the Client Support and Special Situations Section will provide dedicated capacity to meet planning and mission support requirements during start-up, expansion, downsizing and transition.

16. In addition, administrative law and conduct and discipline functions, including measures to address sexual exploitation and abuse, will be consolidated within the new Administrative Law Division of the Department of Management Strategy, Policy and Compliance to ensure consistency of approach across the Secretariat.

17. To ensure that new or revised policies issued under the new management paradigm meet the requirements of all types of entities across the Secretariat, including peacekeeping missions, a Management Client Board will be established. The Board will be co-chaired by the Under-Secretaries-General of the new departments established as part of the new management paradigm and will consist of rotating representatives from the different types of organizational entities within the Secretariat, including peacekeeping missions, to serve as a forum for providing feedback on the support provided by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support and input into policy formulation. Where required, field-specific policies may be established.

III. Action for Peacekeeping

A. Declaration of Shared Commitments on United Nations Peacekeeping Operations

18. Peacekeeping is a collective endeavour that cannot succeed without the contribution of all members of the peacekeeping partnership. The partnership fundamentally involves the host countries, the Security Council, the General Assembly, troop- and police-contributors, financial contributors and the Secretariat, as well as international, regional and subregional organizations. However, the challenges I described earlier are stretching peacekeeping to its limits; to ensure that our operations succeed, a revitalization of the partnership is necessary. Each partner must do its part.

19. That is why, in March 2018, I called for collective action through the Action for Peacekeeping initiative. I also convened a high-level meeting on United Nations peacekeeping in September to further rally political support to refocus peacekeeping with realistic expectations, make peacekeeping missions stronger and safer and mobilize greater support for political solutions and for well-structured, well-equipped and well-trained forces.

20. The Declaration of Shared Commitments on United Nations Peacekeeping Operations was developed by the Secretariat on the basis of a series of consultations with Member States and relevant international and regional organizations, held from May to July 2018, to identify areas requiring stronger commitment and support. The Declaration features commitments in seven areas: advance political solutions to conflict and enhance the political impact of peacekeeping; strengthen the protection provided by peacekeeping operations; improve the safety and security of peacekeepers; support effective performance and accountability by all peacekeeping components; strengthen the impact of peacekeeping on sustaining peace; improve

peacekeeping partnerships; and strengthen the conduct of peacekeeping operations and personnel.

21. Those pledges build on a robust baseline of existing Security Council and General Assembly commitments and provide a clear road map and a basis for prioritizing and implementing necessary steps to address the challenges of peacekeeping.

22. The response to the Declaration has been resounding, with endorsements from more than 150 Member States and intergovernmental organizations. That political will and momentum must now be channelled into further strengthening our operations and doing even more to enable them to support lasting peace on the ground. I invite Member States and partner organizations that have not yet endorsed the Declaration to do so, and moreover to work with us to make peacekeeping fit for purpose.

23. The Secretariat is doubling down to do its part, and the present report illustrates the concrete action that it is already taking. I will report to Member States, including through the present report, on the progress the Secretariat is making with regard to implementation.

Independent comprehensive reviews of peacekeeping operations

24. The Action for Peacekeeping initiative is also about better aligning expectations, and aspirations, with what is realistically possible. That is why I initiated a series of externally led reviews of peacekeeping. Eight reviews of peacekeeping missions have been conducted since late 2017, and include the United Nations Peacekeeping Force in Cyprus (UNFICYP), UNMISS, the United Nations Interim Security Force for Abyei (UNISFA), MINUSMA, MINUSCA, the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Support Office in Somalia (UNSOS) and the United Nations Disengagement Observer Force. In addition to being led by an outside expert, most of the reviews included novel methodological elements emphasizing the use of data analytics and "red teaming", in which a group of experts tests assumptions and challenges findings to ensure rigour and depth. The recommendations of each of the reviews were submitted for my approval, and the recommendations that I approved have been shared with the Security Council as appropriate.

25. The reviews recommended adjustments to mission priorities and configurations, and the preparation of further assessment and planning exercises, such as strategies for more effective United Nations system-wide involvement in support of political strategies. For example, in response to attacks against peacekeepers and lagging peace implementation in Mali, the review recommended that MINUSMA focus on political tasks and better balance safety and security with operational projections.

26. Overall, the reviews only further demonstrated the relevance and necessity of the missions. From UNFICYP to MINUSMA, the presence of missions is an important stabilizing factor, maintaining the space for political solutions to be pursued. Without the presence of those missions, the fragile status quo could implode, bringing a new cycle of violence and suffering. Missions such as UNMISS, which struggle in the context of a weak political process, nevertheless play a critical and life-saving role in protecting civilians, including in particular women and children.

27. A common thread across reviews was the need for robust political and diplomatic support for durable solutions. There must be unity of effort among Security Council members, specifically through strategy, messaging and coherence between bilateral and multilateral engagements vis-à-vis the host country. But that unity must also exist within the members of the broader regional community that have stakes in the conflict. Many reviews found that the United Nations system, for its part,

needed to strengthen integrated planning, coordination and coherence, especially with regard to peacekeeping, peacebuilding and development actions. That also lays the essential foundation to more effectively sustain peace and avoid relapse into conflict once a mission transitions out of a country.

Action plan to improve the security of peacekeepers

28. Concerned by the alarming peacekeeper casualty rate, I commissioned an independent review of peacekeeper fatalities due to hostile acts. The report, by Lieutenant General (Retired) Carlos Alberto dos Santos Cruz, was completed in December 2017. On the basis of its conclusions, the Secretariat developed an action plan to improve the security of peacekeepers. The action plan is a critical tool for fulfilling the commitment of the United Nations to ensure the safety and security of peacekeeping personnel. Moreover, it has been the central instrument to improve peacekeeping performance in all its critical aspects. To carry it out, the five peacekeeping missions with the highest fatality rates since 2013, MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS, have appointed dedicated teams to drive implementation on the ground. The action plan, which is an evolving document, identifies measures to be taken at Headquarters and in the field in four areas, and implementation efforts have included the measures set out below.

29. **Changing mindsets**. Missions have undertaken operations in accordance with their respective mandates to deter attacks where civilians and peacekeepers face elevated risk; supported national authorities in prosecutions for attacks against peacekeepers; and boosted mission leadership efforts to support commanders and personnel in implementing the action plan.

30. **Improving capacity**. The Secretariat increased efforts, including through direct assessment visits, to ensure that units pledged for future deployments meet training, conduct and operational readiness standards; strengthened mechanisms and engaged with Member States to address contingent-owned equipment shortfalls; and developed and delivered critical security-related training to Member States, notably on mitigating the threat of improvised explosive devices.

31. **Adopting a threat-oriented and risk management-focused footprint**. Missions are re-examining their deployment footprint with regard to priority locations, threat assessments, mission support and medical considerations as well as operational capacities and, where appropriate, are increasing deployments in certain areas or closing or consolidating bases in others.

32. **Enhancing accountability**. The Secretariat created a standardized performance evaluation and reporting system for all military and police units across all missions. In addition, the Secretariat has advanced the preparation of the integrated performance policy framework and conducted a review of the Policy on Authority, Command and Control in United Nations Peacekeeping Operations.

33. Additional details on measures taken to implement the action plan are contained in section VIII.

IV. Enhancing the political impact of United Nations peacekeeping

A. Planning and analysis for political strategies and mandates

34. Recognizing the primacy of politics in the resolution of conflicts, the Declaration of Shared Commitments on United Nations Peacekeeping Operations calls upon the Secretariat and its partners to advance political solutions and pursue

complementary political objectives and political strategies. Doing so requires leveraging all aspects of United Nations and partner interventions, at every level from Headquarters to the field, especially in the complex field of peacekeeping.

35. Through the Office of Operations, the Department of Peacekeeping Operations is in continuous contact with missions, providing advice and guidance on political analysis and strategy. The Office of Operations continues to provide capacity-building for analysis and planning through its course on conflict analysis and strategic assessment.

36. Furthermore, my Executive Office is examining new ways to strengthen analysis and planning in peacekeeping through formats such as the Executive Committee and Deputies Committee mechanism, which discusses country-specific situations and thematic issues and ensures a coordination of strategies and courses of action through a whole-of-United Nations approach. My Executive Office is also integrating regional perspectives and looking across traditional pillars. For example, the Executive Committee has used a regional approach in developing a strategy for the Sahel.

37. In addition to externally led reviews, the Department of Peacekeeping Operations, in coordination with partners, led a number of strategic reviews to evaluate mandate implementation and make adjustments as required. Strategic reviews included a review of MONUSCO and joint reviews with the African Union of UNAMID and AMISOM. The review of UNAMID proposed a significant refocusing and reconfiguration of the mission, with a view to its drawdown and exit by June 2020, while the strategic review of MONUSCO redirected its focus to two main priorities: the provision of support to the political agreement of 31 December 2016 and the protection of civilians. The reconfiguration of MONUSCO included the deployment of additional rapidly deployable battalions with a view to making the MONUSCO force more flexible and effective in undertaking protection of civilians tasks. Such battalions aim to protect civilians through the quick deployment of peacekeepers, and their use also entails the parallel deployment of civilian and police personnel to address both the political and security dimensions of drivers of conflict. Furthermore, the battalions have contributed to a redeployment of troops that matches the evolving nature of security threats on the ground. I am also conducting lessons-learned studies on UNOCI and UNMIL, including on the transition from the two missions to United Nations country team configurations.

38. In the Declaration, the Secretariat committed to providing reports to the Security Council that use a comprehensive analysis that includes frank and realistic recommendations and propose parameters to the Council for the sequencing and prioritization of mandates. It will also explore, where appropriate, measures to enhance the sharing of findings of reviews and special investigations commissioned by the Secretariat. As we begin to implement those commitments, we look forward to collaboration with Member States.

B. Supporting political processes and inclusive engagement

39. Decades of experience have made clear that a sound peacekeeping strategy is premised on the pursuit of sustainable political solutions, one that favours sound political processes and inclusive engagement of all sectors of society. In conflict or post-conflict environments, peacekeepers can provide the valuable space needed for mediation efforts and engagement with conflict actors and marginalized communities alike, and the rebuilding of a shared political space. Peacekeeping missions are therefore front and centre in peacebuilding, and support the forging of sustainable political processes and inclusive engagement.

40. During 2018, MINUSCA refocused its efforts on advancing local peace and dialogue initiatives in line with its November 2017 mandate and to advance national processes. In Abyei, UNISFA has been engaged in maintaining close contact with both the Ngok Dinka and the Misseriya communities and encouraging mediation to mitigate threats to peace. In all those contexts, the political engagement of regional stakeholders and Member States was critical in ensuring that opportunities created by peacekeeping were brought to fruition. Peacekeeping partners play a critical role in helping facilitate complex processes through fostering political will.

C. Support to local conflict resolution

41. Local and intercommunal conflicts continue to be a leading cause of violence, resulting each year in hundreds of fatalities, the displacement of populations and the destruction of livelihoods. Efforts by peacekeeping missions to address local conflict dynamics have focused on tailored responses to defuse tensions and address local drivers of conflict. Peacekeeping missions support local authorities in managing and resolving conflicts while also engaging communities and armed groups to seek negotiated solutions. In the Central African Republic, MINUSCA has worked with national authorities to engage local communities and armed groups in Batangafo, Bouar, Paoua and Bria, promoting dialogue and negotiating local peace agreements that have reduced violence and improved the freedom of movement. The Mission played an enabling role by deploying temporary operational bases, making use of its good offices and leveraging projects on security sector reform, community violence reduction and disarmament, demobilization and reintegration to foster dialogue and support local agreements.

42. In the Democratic Republic of the Congo, MONUSCO has helped defuse intercommunal violence between the Hema and the Walendu in Ituri, and between the Luba and the Twa in Tanganyika, by promoting mediation initiatives and supporting local community dialogue.

43. Furthermore, peacekeeping missions have supported local authorities in Darfur, South Sudan and the Central African Republic in regulating the seasonal migration of cattle by establishing marked corridors and setting up local committees to settle disputes arising from transhumance. Similarly, peacekeepers have provided support to national justice institutions with regard to the management of land disputes, for example in Darfur, where UNAMID support to rural courts has helped strengthen the capacity of communities to peacefully manage land disputes. In Liberia, UNMIL supported the Government in establishing county and district security councils across the country to serve as an early warning mechanism that will help manage local security concerns and strengthen local capacity to resolve conflicts.

44. The Department of Peacekeeping Operations is developing a set of local conflict analysis and planning tools to support the prioritization and design of interventions by field offices aimed at addressing local conflict dynamics. In that context, a strategic action matrix has been piloted in selected field offices in the United Nations Interim Mission in Kosovo (UNMIK) and MONUSCO and will be progressively rolled out to other field offices by the end of 2020.

V. Strengthening protection and people-centred approaches

A. Community engagement

45. Community engagement is fundamental to nearly every element of a mission. It is at the heart of peacekeeping's effort to address local conflict dynamics, enhance

community-based approaches to the protection of civilians, including through the establishment of community alert networks, and support social cohesion and the rule of law.

46. The Action for Peacekeeping initiative's Declaration of Shared Commitments on United Nations Peacekeeping Operations recognizes the importance of community engagement to peacekeeping partnerships, underlining the crucial importance of collaboration between peacekeeping operations and host countries, as well as the need to engage all segments of civil society in implementing mandates. The Declaration also stressed the importance of further improving strategic communications and engagement with local populations, which will not only help host communities better understand peacekeeping missions and their mandates but also enhance the safety and security of peacekeepers themselves.

47. The Department of Peacekeeping Operations and the Department of Field Support have promoted a community engagement approach in the field by issuing guidance through a community engagement practice note that describes steps to ensure coherent engagement with local communities to support mandate implementation, manage expectations and promote inclusivity.

48. Community engagement is a joint effort by all peacekeeping components. The community-oriented policing work of United Nations police, in accordance with the Strategic Guidance Framework for International Police Peacekeeping, has had a positive impact on many missions. It has resulted in enhanced situational awareness, public safety and the protection of internally displaced persons by UNMISS and UNAMID, the protection of vulnerable women and children by MONUSCO and a strengthened security transition to the Haitian National Police by MINUJUSTH. In Mali, MINUSMA has supported the establishment of criminal justice consultation forums in key conflict-affected areas to facilitate national and community ownership and enable greater institutional cooperation. UNMIK, with the support of other United Nations and international partners, has developed a platform for action to build trust among communities in Kosovo.

B. Protection of civilians

49. Protecting civilians remains a priority for peacekeeping even as the United Nations operates in increasingly challenging circumstances. In line with the Declaration's collective commitment to the protection of civilians, the Department of Peacekeeping Operations and the Department of Field Support supported efforts to tailor approaches to the protection of civilians to the varied and specific threat profiles, mandates, contexts and resources of peacekeeping operations.

50. When protecting civilians, a whole-of-mission approach lays the groundwork for achieving lasting political settlements and sustainable peace. In addition to providing physical protection, missions have leveraged their uniformed and civilian components with regard to prevention, early warning, mediation and conflict resolution activities, the fight against impunity and the capacity-building of national authorities. For example, civilian components, including human rights and civil affairs personnel, have contributed to the implementation of mission-wide protection of civilians strategies by identifying the root causes of conflicts, creating early warning mechanisms regarding threats to civilians, developing and implementing protection plans and providing capacity-building to strengthen protective environments.

51. The Department of Peacekeeping Operations and the Department of Field Support promulgated an addendum to their policy on the protection of civilians of 2015, detailing the roles and responsibilities of civilian, military and police leadership

and reaffirming their accountability for protection of civilians mandates. The departments began reviewing the protection of civilians policy in 2018, drawing on guidance development and best practices. MINUJUSTH and MINUSCA have adopted new protection of civilians strategies tailored to their specific contexts and available resources. MINUSCA, in particular, implemented recommendations of the special investigation report by Brigadier General (Retired) Fernand Marcel Amoussou to enhance preventive strategies to protect civilians and take a more proactive and integrated approach to responding to emerging threats.

C. Human rights

52. Where mandated, missions continued to monitor and report on human rights violations and abuses, collect and analyse information and devise early warning and operational responses. They also continued to support transitional justice and the fight against impunity, including by supporting national prosecutions, particularly victim and witness support. In the Democratic Republic of the Congo and the Central African Republic, information gathered by the human rights components regularly informed the early warning mechanism of the missions, preventing possible harm to civilians. Public reporting by human rights components of MONUSCO and MINUSMA analysed trends and created critical space for dialogue on election-related violence and protecting democratic space. In the Central African Republic, the human rights component worked closely with the security sector reform team and military and police personnel to ensure that the Central African security sector was reformed in a manner consistent with human rights and international humanitarian laws. Missions also contributed to peace processes and consolidation by supporting national truth, accountability and reconciliation mechanisms and rule of law institutions. In Haiti, the human rights component plays a key role in supporting national efforts to enhance the accountability of the Haitian National Police.

53. During the reporting period, human rights components also advised and assisted military forces with the implementation of tailored measures and mechanisms to prevent, mitigate and address serious human rights violations. In Mali, MINUSMA human rights actors engaged with the national armed forces on those issues and worked on a human rights compliance framework for the Joint Force of the Group of 5 for the Sahel. Similarly, in the Democratic Republic of the Congo, the human rights component continued to engage both with United Nations uniformed components and directly with national security forces to mitigate civilian casualties. In six peacekeeping operations, training on international human rights and humanitarian law and related policy and operational matters were provided to uniformed personnel; training and technical support on compliance with international humanitarian and human rights obligations and standards were also provided to government institutions and local stakeholders.

D. Child protection

54. Five peacekeeping missions continued to implement the child protection mandate. Child protection advisers were deployed to advise senior mission leadership, advocate for child protection, co-lead the monitoring and reporting mechanism, conduct training, mainstream the mandate across all components and engage in dialogue with parties to the conflict. In 2018, engagement by child protection advisers with parties to the conflict in the Central African Republic resulted in concrete commitments, including the signature and implementation of action plans with the armed group Mouvement Patriotique pour la Centrafrique and the release of thousands of children associated with parties to the conflict.

55. Discussions have been ongoing among relevant offices at Headquarters regarding the conduct and modalities for a review of the consolidation of specialized protection functions (child protection and conflict-related sexual violence) in peace operations.

E. Conflict-related sexual violence

56. The Department of Peacekeeping Operations and the Department of Field Support, in collaboration with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the Department of Political Affairs, are currently developing the first policy on prevention and response to conflict-related sexual violence to provide United Nations peace operations with an overall framework to address the issue. The policy outlines core areas of work for various actors in peace operations to enhance effective coordination and complementarity.

57. During the reporting period, peacekeeping missions continued to monitor, analyse and report on conflict-related sexual violence and supported access to justice for victims, strengthened national capacities to fight impunity for those crimes, promoted legislative reform in line with human rights standards and raised awareness among State actors and local populations, including in collaboration with the Team of Experts on the Rule of Law and Sexual Violence in Conflict. Women's protection advisers have been deployed to MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS. In the Democratic Republic of the Congo and South Sudan, women's protection advisers, in coordination with the Office of the Special Representative on Sexual Violence in Conflict, supported the elaboration of action plans by national security forces, notably the Congolese National Police in March 2018, and the Sudan People's Liberation Army.

VI. Gender equality and women, peace and security

58. The Declaration of Shared Commitments on United Nations Peacekeeping Operations emphasizes the importance of the full, equal and meaningful participation of women in all stages of peace processes, as well as the need to integrate gender equality principles and mandated tasks related to women, peace and security into all stages of analysis, planning, implementation and reporting. Increasing the number of women in peacekeeping at all levels and in key positions, both civilian and uniformed, is essential to improving effectiveness.

59. To further those aims, the Department of Peacekeeping Operations and the Department of Field Support developed and endorsed in 2018 a new gender policy on gender responsive United Nations peacekeeping operations. The policy aims to enhance leadership and collective accountability in operationalizing women, peace and security issues in peacekeeping. The departments also developed indicators and resources to support senior leadership in tracking results, building capacities and enhancing evidence-based planning, implementation and reporting. In addition, an initiative with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to enhance gender-responsive conflict analysis was piloted in three transition contexts, which has contributed to informing strategic processes such as the development of the United Nations Development Assistance Framework in Haiti, a strategic assessment in Darfur and the handover of priorities specific to women, peace and security from UNMIL to the United Nations country team in Liberia.

60. To ensure that gender expertise is located at the appropriate level in the missions, as mandated by the Security Council in its resolution 2242 (2015), the Department of Peacekeeping Operations and the Department of Field Support issued a directive to relocate the missions' senior gender advisers to the offices of the Special Representatives of the Secretary-General and heads of mission in 2016. Two years later, the relocation in seven missions has enabled strategic and timely guidance to senior leadership, ensured smoother mission-wide facilitation of technical support and helped leverage partnerships within the United Nations system and with women's organizations.

61. In recognition of the centrality of women civil society actors, the Department of Peacekeeping Operations and the Department of Field Support accelerated their engagement with women leaders and organizations during 2018. Tools have included annual open days, the systematized engagement of women's organizations with the senior leadership of the departments, including during high-level missions, and targeted projects.

62. In line with my system-wide gender parity strategy, the Department of Peacekeeping Operations and the Department of Field Support have developed gender parity strategies and implementation plans for uniformed and civilian personnel with the overall aim of reaching greater representation of women in both departments through incremental targets. Initiatives range from creating an enabling environment and the targeted recruitment and training of women to advocacy with troop- and police-contributing countries to increase the number of women in all areas of peacekeeping.

VII. Building and sustaining peace

A. Contribution of peacekeeping to sustaining peace

63. Peacekeeping missions play a central role in building and sustaining peace. They provide vital space in conflict and post-conflict situations for mediation between parties, the rebuilding of shattered institutions and the participation of vulnerable populations. Missions assist host countries in developing peacebuilding priorities and strategies, enable national and international actors to perform peacebuilding tasks and directly implement early peacebuilding in peacekeeping environments. Multidimensional peacekeeping missions, by bringing together expertise and capabilities on a wide range of issues, support host countries in tackling the many drivers of conflicts. They further enable United Nations system-wide coherence, which is built on their respective mandates, expertise and resources and is imperative to better assist national efforts to sustain peace and prevent a recurrence of conflict. Programmatic funding can play an important role in those efforts as a tool to advance missions' strategic objectives and facilitate sustainable transitions, where appropriate, through joint implementation with United Nations country team partners, such as in Haiti and Darfur. The reform of the peace and security pillar, which will integrate the Peacebuilding Support Office into the new Department of Political and Peacebuilding Affairs, will help facilitate that collaboration.

64. In the Department of Peacekeeping Operations, through mechanisms including the global focal point for police, justice and corrections, both Headquarters and field-based entities can conduct joint planning, assessments, resource mobilization and programme implementation based on mandates and comparative advantages. The global focal point arrangement has further promoted the coordinated and coherent delivery of United Nations rule of law assistance in conflict and post-conflict settings, including by drawing on the unique and distinct strength of its members and

combining operational interventions with political analysis and cross-pillar integration.

B. United Nations police

65. The essential role of the United Nations police as a system-wide police assistance provider has been evidenced in recent transitions, including in Liberia and Haiti and in the reconfiguration of UNAMID. United Nations police, through their operational and capacity-development support to host-State police services and other law enforcement entities, are a strategic asset of the Organization that sustains peace and prevents conflict, including in non-mission settings.

66. Building on my Action for Peacekeeping initiative, we are exploring the possible of enhanced contribution by United Nations police in advancing political solutions to conflict. That will require greater integration of policing expertise into conflict analysis, horizon scanning and early warning, prevention and development processes. Through gender-sensitive operations, United Nations police officers augment the impact of protection efforts provided by peacekeeping operations.

67. The Police Division continued to improve the performance and accountability of police components, as well as the safety and security of police personnel. Progress has been made in developing guidance to streamline the predeployment readiness and assessment efforts of individual police officers and formed police units, including through the implementation of a United Nations police commanders course, as outlined in the report of my predecessor (S/2016/952) in response to the external review of the functions, structure and capacity of the police division of 31 May 2016. More needs to be done in terms of policy, planning and operational guidelines, training and the availability of equipment to systematically identify and apply good practices.

68. Other important police-related priorities for the Department of Peacekeeping Operations and the Department of Field Support are: (a) optimizing the use of the Standing Police Capacity; (b) operationalizing the senior police leadership roster; (c) refining the specialized police team approaches to provide targeted mandate implementation; (d) strengthening vetting and shortening recruitment processes through the police human resources management system; (e) continuing the operationalization of the Strategic Guidance Framework for International Police Peacekeeping; and (f) advancing my gender parity strategy for uniformed components.

C. Rule of law/justice and corrections

69. The justice and corrections components of peacekeeping operations continue to play an important role in sustaining peace by strengthening the rule of law, including through supporting the building of national capacities, and contributing to the extension of legitimate State authority, the fight against impunity and the protection of civilians. Those efforts include the provision of assistance to host countries in order to establish the national architecture necessary to institute the rule of law, hold perpetrators accountable for crimes that fuel conflicts, including conflict-related sexual violence and crimes against peacekeepers, and operate secure and humane prisons.

70. In Haiti, MINUJUSTH supported the newly installed Superior Council of the Judiciary with the finalization of its strategic plan for 2018–2023 to advance the professional development of magistrates and enhance oversight and accountability. In

the Central African Republic, MINUSCA has supported efforts by the authorities to extend justice and corrections institutions outside of Bangui, make progress towards the operationalization of the Special Criminal Court, detain and prosecute individuals for conflict-related crimes and develop a transitional justice approach in support of the African Union mediation initiative. In the Democratic Republic of the Congo, MONUSCO accelerated support to criminal trials against army officers and members of armed groups, leading to landmark convictions for rape and attacks against civilians. In South Sudan, UNMISS worked with justice authorities on establishing specialized capacity to investigate and prosecute conflict-related sexual violence.

71. At Headquarters, the Justice and Corrections Service, including its rapidly deployable Justice and Corrections Standing Capacity, continued to provide strategic and operational support to missions, develop guidance materials and training programmes and strengthen partnerships with other actors, such as the Team of Experts on the Rule of Law and Sexual Violence in Conflict. Through the global focal point arrangement, the Office of Rule of Law and Security Institutions, the United Nations Development Programme and other United Nations partners continued to strengthen coordination, cohesiveness and collaboration on rule of law assistance to ensure the efficient delivery of rule of law and security-sector mandates.

D. Disarmament, demobilization and reintegration

72. Peacekeeping operations continued to adapt their disarmament, demobilization and reintegration activities to increasingly complex settings. To contribute to stabilization and lay the groundwork for such programmes, practitioners have initiated disarmament, demobilization and reintegration processes, including community violence reduction programmes and other confidence-building measures. Community violence reduction programmes have allowed MINUSCA, MINUSMA, UNAMID, MONUSCO and MINUJUSTH to empower local authorities to deliver projects that begin to take back power from those with guns and support social integration. The programmes target members of armed groups and youth at risk of recruitment through grass-roots community engagement, and contribute to strengthening security, stabilization, peacebuilding and the protection of civilians. Projects to reduce community violence continue to provide flexible, context-specific approaches in peace operations: supporting the political process in the Central African Republic, contributing to preventing the recruitment of youth at risk by armed groups in Mali and reinforcing the national disarmament, demobilization and reintegration programme in the Democratic Republic of the Congo.

73. To codify emerging practices in disarmament, demobilization and reintegration and contribute to the adaptation of operational approaches, the Department of Peacekeeping Operations is revising the Integrated Disarmament, Demobilization and Reintegration Standards in the context of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration. The new Standards will include a revised module on the United Nations approach to disarmament, demobilization and reintegration, which proposes to engage with armed groups and conflict-affected communities early in the peace process and reframe reintegration under the "sustaining peace" approach. The United Nations will develop new guidance in evolving policy areas, including on community violence reduction and the prevention of violent extremism, as well as guidance clarifying how legal frameworks should be applied in contexts related to disarmament, demobilization and reintegration and on seeking coherence between disarmament, demobilization and reintegration and political processes. I will report on the revised Standards once they are launched.

74. Together with the World Bank, the Department of Peacekeeping Operations continues to provide support for the implementation of the African Union

Disarmament, Demobilization and Reintegration Capacity Programme, a tripartite partnership on capacity-building and guidance development. Furthermore, the Department of Peacekeeping Operations is developing training and guidance on weapons management related to disarmament, demobilization and reintegration programmes as part of its first partnership with the Office for Disarmament Affairs. Guidance was also recently finalized with the United Nations University with regard to children and violent extremism.

E. Security sector reform

75. Four peacekeeping operations have security sector reform mandates and expertise, and security sector reform advisers are deployed to two former peacekeeping settings. That security sector reform expertise has supported nationally led efforts to develop professional, accountable, responsive and representative security services in line with Security Council resolution 2151 (2014).

76. In the Central African Republic, MINUSCA is supporting the African Union-led mediation process to, inter alia, help ensure that consensus is brokered among the parties on the mutually reinforcing aspects of disarmament, demobilization and reintegration, security sector reform and the national development agenda, such as the integration of former combatants into the security services.

77. The security sector reform components of MINUSCA, MINUSMA and MONUSCO provided strategic advice to support the development of effective and financially sustainable national security institutions that are trained and equipped to perform appropriate functions and protect citizens. The security sector reform components of MINUSMA and MINUSCA also support the coordination of international assistance to the security sector.

78. In the context of the high-level revitalization forum of South Sudan, the Department of Peacekeeping Operations provided advice with regard to the security sector reform aspects of the negotiations and the possible implications of UNMISS support to the implementation of the agreements. The Department of Peacekeeping Operations also supported the Governments of Liberia and Côte d'Ivoire with maintaining progress in their national security sector reform efforts following the closure of the peacekeeping operations of UNMIL and UNOCI.

F. Mine action

79. Explosive hazard contamination, including landmines, explosive remnants of war and improvised explosive devices, hampers mandate delivery, undermines the safety of peacekeepers and communities and stymies attempts to build sustainable peace. The Mine Action Service provides specialized expertise and advice to help peace operations mitigate those threats and improve the protection of civilians.

80. In Mali, the Mine Action Service recorded 636 improvised explosive device incidents from 1 July 2013 to 31 August 2018, 37 per cent of which directly targeted peacekeepers, resulting in 410 deaths and 1,069 injuries. The Service has designed, developed and implemented a holistic improvised explosive device threat mitigation framework; since its creation, the ratio of peacekeeping casualties per incident has been reduced by half over the past three years. The ability of peacekeepers to detect improvised explosive devices has also improved: the number of devices targeting MINUSMA discovered prior to detonation increased from 11 per cent in 2014 to nearly 30 per cent in 2017.

81. In Abyei and South Sudan, route clearance and verification ensure safe passage and facilitate the delivery of humanitarian assistance and mission movement. In Abyei, clearance allowed the mission to establish additional peacekeeping bases and team sites, thereby increasing its ability to achieve mandate objectives. In Western Sahara, clearance allowed for the movement of MINURSO military observers east of the berm. In Darfur, mine risk education teams reached out to communities, including internally displaced persons.

82. A secure system for managing weapons and ammunition reduces the risk of looting, theft or diversion by spoilers. The Mine Action Service works alongside national authorities in the Central African Republic, the Democratic Republic of the Congo and Mali to strengthen national capacity and to ensure that weapons and ammunition are stored safely and securely.

83. In the past year, with the assistance of Member States, international organizations, civil society and the Office of Military Affairs, the Mine Action Service has developed disposal standards for improvised explosive devices. The standards lay the foundation for the development of a whole-of-system approach to improvised explosive device threat mitigation.

VIII. Enhancing performance and safety and security of peacekeepers

A. Trends and policy initiatives

84. As previously noted, the changing nature of conflict has exposed peacekeepers to high security risks. Fatalities among uniformed peacekeepers due to acts of violence almost doubled in 2017, from 34 in 2016 to 61, the highest recorded for peacekeeping since 1994. In line with the recommendations of the report by Lieutenant General (Retired) Carlos Alberto dos Santos Cruz and the action plan to improve the security of peacekeepers, the Secretariat acted in 2018 to improve the safety and security of peacekeeping personnel. The Department of Peacekeeping Operations and the Department of Field Support have focused on enhancing crisis management capabilities to strengthen the resilience of missions. Guidance has been developed to implement a capability-based approach to crisis management and to enhance crisis preparedness through simulation exercises. In addition, a group of crisis management exercise designers and facilitators is being developed and a project is under way to conduct stress tests of crisis capabilities in high-risk missions.

85. The Secretariat has also taken measures to support host States in their efforts to bring to justice those responsible for crimes against peacekeepers. Standard operating procedures on the prevention, investigation and prosecution of such crimes have been developed and guidance has been provided to all peacekeeping operations.

86. There are preliminary indications that those efforts have begun yielding fruit, but we must remain vigilant, as the threats to peacekeepers remain extremely high. The number of fatalities as a result of hostile acts from January to September 2018 (17) was 43 per cent lower than the figure for the same time period in 2017 (30). The six-month period from January to June 2018 also demonstrated a 60 per cent decrease in fatalities (16) compared with the preceding six-month period from July to December 2017 (40).

87. While peacekeeper fatalities due to hostile acts rightfully receive considerable attention, occupational safety hazards, rather than malicious and violent acts, remain the top reason for peacekeeper fatalities, injuries and illness. A study of the impact and cost of occupational safety and health in peacekeeping operations conducted by

the Department of Peacekeeping Operations and the Department of Field Support in 2016/17 concluded that annual occupational safety and health fatalities outnumbered fatalities related to violent acts by 3 to 1, and injuries by 10 to 1. It also found that the total cost of occupational safety and health fatalities, injuries and illnesses to the Organization and its peacekeeping operations was approximately $250 million a year. In response, in July 2018 I issued a bulletin (ST/SGB/2018/5) calling for the creation of an occupational safety and health management system, which will be established as part of the future Department of Operational Support.

88. As the Declaration of Shared Commitments on United Nations Peacekeeping Operations emphasizes, a changing landscape and emerging threats make it essential that we maximize our collective efforts to improve the performance of peacekeeping operations. Recognizing the challenge, the Secretariat has spared no effort to boost performance. Through the implementation of the action plan, we are changing mindsets, bolstering our operational readiness and modifying our posture. We are also enhancing the capacity of peacekeeping by providing better training and doing our utmost to provide our personnel with the equipment and leadership they need. Those efforts have yielded progress, but considerable work remains.

B. Peacekeeping intelligence/information gathering and analysis

89. Following its promulgation in May 2017, the Peacekeeping Intelligence Policy of the Department of Peacekeeping Operations and the Department of Field Support is undergoing revision as of September 2018. Working closely with Member States, we are revising the definition of peacekeeping intelligence, or "peacekeeping intelligence/information gathering and analysis", as seen in the report of the Special Committee on Peacekeeping Operations for 2017 (A/71/19). The Department of Peacekeeping Operations and the Department of Field Support have been working with Secretariat counterparts, peacekeeping missions and Member States on operationalizing the Policy. A field handbook for the Joint Mission Analysis Cell was completed in March 2018, while a handbook on military peacekeeping intelligence is expected to be completed in the fourth quarter of 2018. A number of standard operating procedures are under development, including on the acquisition of peacekeeping intelligence and on the handling and security of peacekeeping intelligence. Those procedures, once complete, will provide the platform for enhanced legal and operational guidance to missions, improving the safety and security of United Nations personnel and providing support for the implementation of protection of civilians mandates. The first military peacekeeping intelligence training was successfully conducted in July 2018, targeting personnel from MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS; a second round is scheduled to take place in November 2018 and two more are planned for 2019. Concurrently, the Department of Peacekeeping Operations and the Department of Field Support will develop a training-of-trainers package, which will enable Member States to deploy military intelligence personnel with the requisite understanding of intelligence-gathering as it relates to peacekeeping. A similar initiative for police peacekeeping intelligence personnel is also being considered.

C. Integrated performance policy framework

90. Being able to assess the performance of peacekeeping operations is central to enhancing their efficiency and effectiveness. The Department of Peacekeeping Operations and the Department of Field Support are investing significant resources and efforts in the development of the integrated performance policy framework requested by the Special Committee on Peacekeeping Operations and supported by

the Security Council. In reviewing current performance assessment tools to meet the Special Committee's request, two different needs were identified: a framework that draws together existing performance-related policies and standards and a comprehensive performance assessment that measures the overall impact and effectiveness of a peacekeeping operation. The Department of Peacekeeping Operations and the Department of Field Support will develop a document to articulate the former and is already undertaking work on the latter.

91. Through the integrated performance policy framework and the comprehensive performance assessment system, we aim to strengthen and hold accountable all peacekeepers, civilian and uniformed, at all levels and in equal measure, both in the field and at Headquarters. Changing institutional structures and individual behaviour requires all actors in the peacekeeping partnership to rectify shortcomings, strengthen leadership, boost accountability and provide incentives for change. The goal is to maximize the effect on the ground as we deliver on peacekeeping mandates.

92. Data collection and analysis is an integral element of performance assessment. The new comprehensive performance assessment system will enable us to assess whole-of-mission performance — civilian and uniformed components, staff and leadership — through data collection and analysis. The aim is to promote better-informed decisions by senior leadership to refocus efforts and take corrective action. The system will also help Member States craft more targeted mandates and direct resources towards areas where missions can make the biggest difference.

93. Strategic objectives and indicators will be tracked through the comprehensive performance assessment system and information captured in a database. Data will be analysed and reported on at regular intervals to senior managers for review and decision-making. Information will be visualized through a dashboard for constant progress monitoring. Data and analysis will be utilized to improve reporting to Headquarters and Member States through existing reporting channels.

94. The comprehensive performance assessment system is being piloted in three peacekeeping operations, MINUSCA, UNMISS and UNIFIL, in 2018. Consultations with the field will shape the development of the platform, ensuring that it does not become a "one size fits all" approach imposed from Headquarters but rather a tool adaptable to the context of each mission. Adjustments to the system will be made after a lessons-learned exercise has been completed at the conclusion of the first phase of the pilot in January 2019. Another three peacekeeping operations are projected to join the second phase of the pilot in the second quarter of 2019. The system will then be implemented in remaining operations over the following year. We will continue to engage Member States proactively on the topic.

D. Strengthening leadership and accountability

95. The performance and accountability of heads and deputy heads of mission continued to be managed through the system of compacts and related performance assessments. The Department of Peacekeeping Operations and the Department of Field Support also continued to process the outcome of the global call for nominations for my Special Representatives and Deputy Special Representatives of 2017. That was done in part by reaching out to strong potential candidates, particularly women and nominees from underrepresented countries, and encouraging their nominations to senior leadership training courses to help them prepare for competitive assessments and assignments in the field. As of the time of writing, I have appointed four women identified through the global call as a head or deputy head of a peace operation, increasing the total number of female senior leaders. As of October 2018, women

represent 38 per cent of the top leadership in missions led by the Department of Peacekeeping Operations and the Department of Field Support.

96. The selection and appointment of senior leaders is guided by the highest standards of efficiency, competence and integrity, as required by Article 101 of the Charter of the United Nations, and with due regard to geographical representation, gender balance and the complementarity of the leadership team, in accordance with standard operating procedures. In line with the recommendations of my system-wide strategy on gender parity, efforts are being made to enhance the senior appointments selection process by developing additional tools to better assess candidates' suitability for specific senior leadership positions.

97. Proactive efforts have also continued to ensure that newly appointed senior leaders and prospective future senior leaders are equipped with the skills and knowledge needed to execute multidimensional mandates. The first training courses for police commanders were completed in March and September 2018, and training courses for commanders of formed police units and peacekeeping infantry battalions are under development. The course for military sector commanders has been broadened to include force chiefs of staff and strengthened to take into account recommendations from the action plan to improve the security of peacekeepers. In addition, the Office of Military Affairs has introduced a rigorous recruitment and selection process for sector commanders in recognition of their key role in missions. Scenario-based training exercises for senior managers in field missions are also being developed with the International Peace Institute.

98. Newly appointed senior leaders undergo intensive predeployment briefings at Headquarters, complemented by a comprehensive induction training that addresses cross-cutting themes. They have also continued to be offered the opportunity to participate in the leadership partnering initiative. Since its inception, 24 newly appointed civilian heads and deputy heads of peacekeeping operations have been provided with leadership support by being paired with a seasoned former or currently serving United Nations leader. We intend to start expanding the initiative to military heads of mission before the end of 2018. To strengthen leadership support, the Department of Peacekeeping Operations and the Department of Field Support initiated a pilot 360-degree assessment for leaders at the Under-Secretary-General and Assistant Secretary-General level at Headquarters and in field operations. A first cohort of participants undertook the assessments, followed by coaching sessions and the development of individual development plans.

E. Enhancing and assessing performance of uniformed personnel

Capacity-building and training

99. The Declaration of Shared Commitments on United Nations Peacekeeping Operations recognizes the importance of training for performance and therefore for safety and security, a link which is also made in the action plan to improve the security of peacekeepers. We have launched and are currently implementing a new training plan that is directed towards supporting the implementation of the action plan. The training plan focuses on three areas: (a) developing and disseminating training standards; (b) building the capacity of troop- and police-contributing countries for training delivery; and (c) the verification of that training to confirm that it accords with standards and that only trained personnel have been deployed.

100. Feedback from the five high-risk missions (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS) confirms that weaknesses in predeployment training by troop- and police-contributing countries are a contributing cause of unpreparedness for challenging field environments. In 2017/18, the Integrated

Training Service deployed 16 mobile training teams at the request of Member States to help strengthen national capacities. Parallel efforts are ongoing to enhance the capacity to deliver in-mission training through training enhancement field visits by the Department of Peacekeeping Operations and the Department of Field Support.

101. Efforts continue to strengthen and expand the coverage of training materials. New training materials developed in 2018 include specialized training materials for staff officers, military aviation units, engineering units, transport units, support units for force headquarters, special forces units and riverine units. Priority has been given to the translation of training materials into French. Efforts to strengthen guidance on child protection are also under way. Specialized training materials on child protection for United Nations police, based on the child protection policy in peacekeeping operations promulgated in 2017, were launched in December 2017, and will be rolled out through a series of training workshops in 2018. Other specialized training materials for United Nations military units, developed in 2014, are also being updated and will be rolled out during a specialized training workshop in Sweden in October 2018. In addition, an operational manual on child protection for child protection officers in peace operations is in its final stage and will be launched during a regional workshop in 2019. On the basis of the findings of a needs assessment completed in May 2018, missions are developing further scenario-based and context-specific protection of civilians training, with support from the Department of Peacekeeping Operations and the Department of Field Support. The departments trained 92 trainers from troop-contributing countries, including in French, on the comprehensive protection of civilians specialized training material. A version of that specialized material tailored to the needs of formed police units is under development, and a training session on the comprehensive protection of civilians for police-contributing countries was conducted in August 2018.

102. The Department of Peacekeeping Operations and the Department of Field Support are also developing a capacity-building training package for women's protection advisers that builds on operational experiences, lessons learned and best practices from a diverse array of field missions. In 2017/18, the Integrated Training Service conducted 19 activities at the training-of-trainers centre in Entebbe, Uganda, for 490 personnel ranging from military gender advisers to sector commanders. Despite efforts to encourage troop- and police-contributing countries to provide female participants, the participation rate of women averaged 29 per cent. The importance of achieving gender targets will continue to be stressed in engagements with contributing countries.

103. The Department of Peacekeeping Operations and the Department of Field Support maintain a robust organizational learning process that includes the capturing and sharing of lessons and experiences in missions through after-action reviews, end-of-assignment reports and lessons-learned studies, the development of policy and guidance materials informed by lessons identified and the development and roll-out of training based on policy standards. Guidance and training materials are made available to Member States and peacekeeping training institutes through the Peacekeeping Resource Hub, which at the time of writing held 407 documents and had 1,107 subscribers. The Resource Hub is available in the six official languages of the United Nations.

Integrated performance assessments of uniformed units

104. As required under the Operational Readiness Assurance and Performance Improvement Policy, all peacekeeping missions with uniformed units are evaluated by their force commanders at least once per rotation. Those evaluations are shared with the unit's commander in order to develop a performance improvement plan, when necessary. In order to systematize and standardize reporting to United Nations

Headquarters and enable integrated data analysis with other existing performance-related data streams, such as contingent-owned equipment evaluations, a secure online tool was rolled out to all relevant peacekeeping missions in September 2017. All missions are utilizing the tool, and the majority of currently deployed units have already been evaluated. The tool requires force commanders to submit summaries of unit evaluations to Headquarters with regard to six key areas: comprehension and support of the mission mandate; command and control; training and discipline; the protection of civilians; health; and sustainability. The tool also requires several free-text responses, such as on best practices of the unit.

105. In close consultation with United Nations police components and in addition to regular inspections and the assessment of the operational abilities of formed police units, as stipulated in the revised policy on formed police units and the standard operating procedures for assessing the operational readiness of formed police units, the Police Division is working on ways to assess and evaluate the performance of such units in a standardized way. Similar tools are also being developed for uniformed units under the tasking authority of the Department of Field Support. That innovative approach is enabling Headquarters to continue to improve its integrated analysis of uniformed component performance, enhance engagement with troop- and police-contributing countries and more effectively target training and capacity-building in support of those countries.

Strengthening uniformed performance

106. The Office for the Peacekeeping Strategic Partnership will continue to strengthen peacekeeping partnerships by identifying gaps in mandate delivery and making recommendations to enhance performance. Its role in doing so is reinforced by its role and responsibility for managing the implementation of the action plan to improve the security of peacekeepers. The key recommendations made by the Office on systemic issues such as the safety, security and welfare of peacekeepers and the provision of adequate support services have been progressively incorporated into policies, plans and procedures both at Headquarters and in the field.

107. The Office has been working closely with troop- and police-contributing countries to address capabilities, operational readiness and performance issues. That effort is reinforced by dialogue and coordination with Member States that provide capability and training support to troop- and police-contributing countries to sensitize them about expected operational standards, performance requirements and areas that need their specific attention.

108. The Office will continue to undertake objective and in-depth analyses, targeted reviews, special investigations and assessments to provide comprehensive insights on performance issues and suggest remedial measures to aid decision-making by the senior leadership, both in the field and at Headquarters. In accordance with the commitment of the Secretariat in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, ways to enhance the sharing of the findings of those activities will be considered, as appropriate. Together with the Office of Military Affairs and the Police Division, the Office for the Peacekeeping Strategic Partnership will continue to support and coordinate the implementation of the action plan.

Triangular partnerships

109. The Department of Field Support has made progress in strengthening the engineering, signals and command and control communication capacities of uniformed peacekeepers and enhancing the participation of women in peacekeeping under its triangular partnership project. In 2018, the Department trained 144 African

engineers from troop-contributing countries in six heavy-engineering equipment operation courses, one of which was a training-of-trainers course for francophone troop-contributing countries. In addition, the Department conducted 42 signals-training courses for 323 signals and information and communications technology uniformed personnel (14 per cent of whom were women) in missions and in Entebbe from January to June 2018. As of October 2018, 13 female graduates from the signals course were deployed to peacekeeping missions as staff officers, military observers or police officers.

110. As recommended by the Special Committee on Peacekeeping Operations, the Department of Field Support is taking concrete measures to expand triangular partnership arrangements. In November, training on peacekeeping engineering training will commence in Viet Nam. More engineering training in French will be conducted in Africa, and front-line medical training for troop-contributing countries will be conducted in Africa in 2019.

Medical standards and capabilities

111. In response to the report of the High-level Independent Panel on Peace Operations, and in line with the action plan to improve the security of peacekeepers, efforts are under way to develop standards and capabilities to improve medical response and support in field missions. Eight streams of work are currently being undertaken.

112. The Department of Peacekeeping Operations and the Department of Field Support, in cooperation with the Department of Safety and Security, promulgated a policy on casualty evacuation in March 2018 with a view to providing unified direction on the management of casualty evacuations across field missions. The policy sets out minimum requirements to ensure the timely evacuation of personnel as part of the Organization's duty of care. The policy, which is based on a 10-1-2 clinical time frame for patient survivability, responds to the need to establish clear capability standards for casualty evacuations to improve survivability in the field. Stress testing of the policy will be a critical component of the emergency response exercises recommended by the action plan to improve the security of peacekeepers in the five high-risk missions.

113. Efforts are under way to strengthen policy and develop standards in other areas. Manuals have been agreed upon by Member States regarding health-care quality and patient safety standards in level I, level I+, level II and level III hospitals. Development is also under way on a policy regarding the use of blood and blood products in the Organization, while health risk assessments of missions are being undertaken to help develop medical support plans that reflect operational behaviour.

114. Training development is also under way in support of standards. The first training-the-trainer course related to providing "buddy" first aid, which is intended to strengthen medical response immediately after an incident, was held in February 2018, and training is under way for aerial medical evacuation teams. Curricula are also under development for the training of assistant medics and a course on improving the capacity and capabilities of level I medical facilities.

Aviation

115. The Secretariat continued to improve the effectiveness and efficiency of air transport operations while maintaining safety and security standards and the quality of transportation services delivered to mission personnel. In 2017/18, the Department of Field Support completed a comprehensive review of aviation in field missions for the purpose of enhancing their cost-effectiveness and efficiency. The review focused on: (a) systematically analysing and adjusting the composition and utilization of each

mission's air fleet against clear benchmarks; (b) reducing non-essential flights and utilizing fewer aircraft for more hours; and (c) conducting a thorough analysis of military requirements that justify the composition and deployment of military helicopters.

116. The Secretariat, while strengthening aviation support to clients, continued to leverage available emerging technologies such as unmanned aerial systems. Currently, such systems are in use in three peacekeeping missions and are being planned in several other missions, and will be deployed by troop-contributing countries and through commercial contracts. During 2017/18, two medium-altitude long-endurance unmanned aerial systems were utilized in support of MINUSMA. That technology allows an unmanned aerial system to operate throughout the area of responsibility though the use of satellite-based communications. The Organization now makes use of a wide range of unmanned aerial systems, including short-range mini-systems, medium-range tactical systems and now long-range strategic systems that can operate using beyond-line-of-sight communications capabilities.

117. Aviation transportation is critical for timely and effective medical and casualty evacuations. Such specialized services have been implemented through military airlift capabilities or commercially procured services. Those services aim to meet international standards of casualty evacuation.

IX. Ensuring responsible peacekeeping deployments

A. Human rights due diligence policy and screening

118. During the reporting period, efforts continued to fully implement the human rights due diligence policy on United Nations support to non-United Nations security forces, including regional security forces. Implementation of the policy by United Nations operations that provide support to African Union and regional peace operations (including MINUSMA, which provides assistance to the Joint Force of the Group of 5 for the Sahel, and UNSOS, which aids AMISOM) continues to be pivotal in terms of sustaining support for those forces and bolstering their compliance frameworks. Human rights components continued to play a key role in the implementation of the policy. In MINUSCA, MONUSCO and MINUJUSTH, standard operating procedures were updated. In all peacekeeping missions that provided support to non-United Nations forces, risk assessments were strengthened and tailored mitigating measures were implemented.

119. In 2018, a review of the implementation of the human rights due diligence policy was undertaken to assess and bolster the level of implementation of the policy. The review found that the policy has been increasingly applied, although more work needs to be done to ensure uniform application of the policy. The Department of Peacekeeping Operations, the Department of Field Support and OHCHR have taken significant steps in furthering implementation of the policy through advisory groups, standard operating procedures, task forces and the development of related tools and guidance. The review also showed that the policy has strengthened the effectiveness of peace operations with regard to the implementation of their mandates as they relate to the protection of civilians, security sector reform and accountability for past violations.

120. The policy on the human rights screening of United Nations personnel continued to be implemented, including through the assistance of the human rights components of missions, and Member States were asked to certify systematically the compliance of uniformed personnel to be deployed in peacekeeping missions. Nominees who fail to meet those requirements are excluded from serving in the United Nations.

B. Conduct and discipline

121. The Charter requires that all personnel maintain the highest standards of integrity. The Organization is committed to upholding professionalism, courtesy and dignity among its entire staff. Leadership at Headquarters and in missions continues to set the tone on how seriously conduct and discipline is being viewed and handled, including through communications on the topic.

122. Measures to enhance accountability in peacekeeping related to conduct and discipline continue with the support of electronic quarterly and annual reporting tools. The conduct and discipline website (https://conduct.unmissions.org) launched in 2017 is a pivotal source of information on case matters and processes. The transparent and user-friendly website also serves as a platform for awareness-raising and for updates on key initiatives.

123. Conduct and discipline teams continue to directly support the senior managers of larger field missions and remotely support those in smaller missions in carrying out their functions as part of regional support arrangements. The annual continuous learning programme for conduct and discipline personnel in field missions was delivered to further build capacity in field missions.

124. In response to allegations of misconduct, annual quality assurance exercises continued to improve the handling of cases and reduce systemic delays, taking a regular inventory of open allegations of misconduct, including allegations of sexual exploitation and abuse, to ensure that required actions are taken in a timely manner. Furthermore, Member States continued to adopt and implement best practices in addressing misconduct, investigations and follow-up actions.

125. Excluding allegations of sexual exploitation and abuse, from July 2017 to June 2018, 446 allegations were recorded (140 in category 1, excluding sexual exploitation and abuse, and 306 in category 2). That is an increase from the previous year in category 1 (up from 122) and a decrease in category 2 (down from 483). Considering the fact that complaint reception mechanisms and other measures to prevent and address misconduct have been strengthened over the years and that the number of deployed personnel changes frequently, fluctuations in the number of allegations are to be expected. Updated data on allegations of sexual exploitation and abuse may be found on the conduct and discipline website (https://conduct.unmissions.org/sea-data-introduction).

126. Efforts to strengthen partnerships between Member States and the Organization, as well as an update on the implementation of my new approach on protection from sexual exploitation and abuse, are laid out in my report on special measures for protection from sexual exploitation and abuse (A/72/751 and A/72/751/Corr.1). The priorities indicated in my previous report on special measures (A/71/818, A/71/818/Corr.1 and A/71/818/Add.1), including taking into account the rights and dignity of victims in preventing and responding to sexual exploitation and abuse and ending impunity through strengthened reporting and investigations, remain the focus of our efforts. As at 31 August 2018, the voluntary compact on preventing and addressing sexual exploitation and abuse has been signed by 100 Member States, and several other Member States have expressed their intention to join. Our efforts continue in that regard. The robust programme of action set out in previous reports to the General Assembly on special measures for protection from sexual exploitation and sexual abuse (A/69/779 and A/70/729) is being steadily implemented in peace operations, including in partnership with Member States. Inter-agency partnerships continue to be strengthened under the auspices of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse to enable

a system-wide harmonized approach. A full update on efforts to prevent and address sexual exploitation and abuse, including data, will be provided in my next report.

C. Environmental management

127. The Department of Field Support has taken concrete steps aimed at implementing sound practices to reduce the overall environmental footprint of United Nations peacekeeping operations, as mandated by the Special Committee on Peacekeeping Operations (see A/70/19). A six-year strategy is under way to help field missions achieve, by June 2023, a vision for maximum efficiency in the use of natural resources with minimum risk to people, societies and ecosystems. Strategic guidance and technical assistance to support mission operations in that field have been strengthened at Headquarters, including through the establishment of a technical assistance facility with the United Nations Environment Programme.

128. One major step forward is the promulgation of a performance and risk-management framework involving the introduction of site-level risk-assessment methodologies and indicators for hazardous waste and wastewater management and, inter alia, ways to measure efficiencies in power generation and consumption. Peacekeeping missions began reporting an annual "score" on environmental management as part of their 2017/18 performance reports. That score is composed of both performance and process indicators and, with ongoing improvements to site-level data collection in missions, it is foreseen that baselines should be in place for each of the relevant indicators by June 2020.

129. With regard to the upcoming management reform, the Department of Operational Support will continue prioritizing support to field missions in the area of environment through an environmental strategy for field operations, especially given the particular challenges and risks faced in those contexts. The Department of Operational Support will also extend its support and guidance to non-field Secretariat offices involved in implementing my action plan for integrating sustainable development practices into the operations and facilities management of the Secretariat in New York (see A/72/82).

X. Peacekeeping partnerships

A. Strategic context of partnerships

130. Establishing effective partnerships between the United Nations and its partners is an essential component of the Organization's approach to support conflict resolution and management and sustain peace efforts. Regional organizations and mechanisms have deployed military or civilian missions prior to, alongside and after peacekeeping operations, which requires greater coordination and coherence at the strategic and operational levels during all phases of field presence. Similarly, effective cooperation between peacekeeping missions and humanitarian and development actors within and outside the United Nations system is crucial to maximizing overall impact.

B. United Nations-African Union cooperation

131. The Chairperson of the African Union Commission and I convened the second United Nations-African Union Annual Conference in Addis Ababa in July 2018. The communiqué of the Conference sought to highlight collaboration, cooperation and coordination between the two organizations on the basis of the principles of

complementarity, comparative advantage, burden-sharing and collective responsibility. In line with the primacy of politics as the hallmark of the United Nations approach, the strategic partnership with the African Union has prompted both entities to work towards a common vision for their peace operations on the continent. That was exemplified by the joint field visits to the Central African Republic, the Sudan and South Sudan undertaken by the Under-Secretary-General for Peacekeeping Operations and the Commissioner for Peace and Security of the African Union in April and October. Their subsequent joint briefings to the Peace and Security Council of the African Union and then to the United Nations Security Council further demonstrated how the complementarity of the two organizations can benefit operations on the ground.

132. Effective African capacities are increasingly important both in the context of our collective response to international security issues and for stability on the continent. In my report on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of the United Nations Office to the African Union (S/2018/678), I welcomed the intention of the Security Council, expressed in its resolution 2378 (2017), to consider practical steps that could be taken to establish the mechanism through which peace support operations led by the African Union could be partly financed through United Nations assessed contributions.

133. In line with the Declaration of Shared Commitments on United Nations Peacekeeping Operations, the Department of Peacekeeping Operations, the Department of Field Support and the United Nations Office to the African Union have continued to support efforts aimed at reinforcing African capacities for peace support operations in priority areas, including through supporting the development of international humanitarian law and human rights, conduct and discipline standards and financial accountability frameworks, as well as strengthening the operational readiness of the African Standby Force as the overarching framework for peace support operations.

134. At the request of the African Union, the Department of Field Support has been implementing two two-year pilot partnership programmes with the African Union to enhance our cooperation in supporting peace operations. The first is a three-month staff exchange programme to develop the knowledge and expertise of personnel, and the second is a programme that includes personnel from the African Union in United Nations managerial and support training. Following a joint review of the pilot programmes in August and September 2018, the Deputy Chairperson of the African Union Commission and the Under-Secretary-General for Field Support agreed to make the two programmes permanent.

C. Strengthening partnerships with other regional and subregional organizations

135. The Department of Peacekeeping Operations and the Department of Field Support continued to cooperate closely with regional organizations, including the European Union, the North Atlantic Treaty Organization (NATO), the League of Arab States, the Organization for Security and Cooperation in Europe, the Collective Security Treaty Organization and the Association of Southeast Asian Nations, on issues ranging from liaison capacity to information-sharing and training. My high-level interactive dialogue on peace and security, held with 19 heads of regional and other organizations in New York in June 2018, provided an important opportunity to discuss ways to strengthen our collective efforts on prevention. In addition, senior officials from the Department of Peacekeeping Operations and the Collective Security

Treaty Organization met in New York and Moscow over the past year to discuss potential contributions by the Collective Security Treaty Organization to United Nations peacekeeping.

136. The United Nations Liaison Office for Peace and Security in Brussels, established in 2011, continued to strengthen United Nations peacekeeping partnerships with the European Union and its member States, as well as with NATO. The European Union successfully deployed parallel stabilization activities in central Mali during the past year, which involved strong coordination with the United Nations during the planning and operational phases. The priorities of the United Nations-European Union strategic partnership on peace operations and crisis management for 2019–2021 envisage expanded cooperation with regard to police, the rule of law and security sector reform. The Police Division continued to collaborate with the European Union in areas related to police doctrine and training, assessments and planning, and to harmonize operational interoperability, including through the Strategic Guidance Framework for International Police Peacekeeping.

D. Partnerships with development and humanitarian actors

137. Integration remains the guiding principle for contexts in which multidimensional peacekeeping operations are deployed alongside other United Nations actors, based on the recognition of the need to pursue simultaneous progress on security, governance, development, reconciliation, the promotion of human rights, protection and the delivery of humanitarian assistance. The Policy on Integrated Assessment and Planning provides guidance for the establishment of Headquarters and field-based integrated processes and structures. Increasing focus is being devoted to the need for strategic and operational collaboration among United Nations partners in the context of transition processes to ensure that system-wide efforts in support of nationally owned peacebuilding continue.

138. The Department of Peacekeeping Operations is strengthening its partnership with the World Bank in the context of the United Nations-World Bank Partnership Framework for Crisis-Affected Situations. The Department contributed to the United Nations-World Bank joint study *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, which was launched in March 2018, and it is collaborating with the World Bank and key United Nations partners to implement the report's main recommendations. The World Bank also remains a crucial partner for disarmament, demobilization and reintegration processes in the Central African Republic, the Democratic Republic of the Congo and Mali, where it is providing reintegration support for ex-combatants, a key element of successful peace sustainment.

XI. Triangular cooperation

139. The Secretariat continued to take steps to enhance triangular cooperation and consultation among the Security Council, troop- and police-contributing countries and the Secretariat in line with the commitment in the Declaration of Shared Commitments on United Nations Peacekeeping Operations. Such cooperation takes place prior to the constitution of a peacekeeping operation as well as during renewals, modifications and completion of mandates. The Secretariat regularly engages with troop- and police-contributing countries to improve timely information exchange during transitions from peacekeeping to peacebuilding, and on major changes in an operation, such as withdrawal, the scaling down of the size of the operation or

termination, as well as in cases of operational challenges or developments leading to mandate adjustments.

140. In conducting strategic reviews of MINUSCA, MINUSMA, UNAMID, UNFICYP and UNISFA, we informed relevant Member States, including the host Governments, of the objectives of the reviews and their outcomes. The Department of Peacekeeping Operations and the Department of Field Support also held informal consultations with troop- and police-contributing countries to provide updates regarding urgent situations affecting mission operations, particularly regarding safety and security. The departments also engaged troop- and police-contributing countries on issues such as force generation; gender; conduct and discipline, including allegations of sexual exploitation and abuse; the implementation of protection of civilian mandates; capabilities; performance; equipment; and national caveats.

XII. Technology and innovation in peacekeeping

141. In May 2018, the fourth international symposium of the Partnership for Technology in Peacekeeping initiative was held in Berlin. The Partnership for Technology in Peacekeeping offers Member States, academia, think tanks and other United Nations partners an opportunity to form new relationships with the Department of Peacekeeping Operations and the Department of Field Support, aligning their technological and innovative capacities with the specific needs of field missions. Emphasis was on tangible outcomes, optimizing operational procedures and transferring knowledge of modern technologies. The Partnership focuses not only on technology but on people and processes to ensure successful implementation.

142. The symposium focused on peacekeeping intelligence, convoy and patrol protection, improving security through situational awareness, training and capacity-building, the United Nations initiative on open geographic information systems and innovative technologies in information and communications.

143. Most recent technologies introduced to peacekeeping operations have been the result of those collaborations and range from improving situational awareness through the use of persistent day/night vision and sensors, highly secure networks and camp protection to training and open information standards. New initiatives such as the "UN Smart Camp" are being developed, focusing on using technology to address existing needs. The scope of the Partnership initiative reaches far beyond the annual symposium, and includes year-round work on various initiatives, such as a programme to bolster the situational awareness of peacekeepers and the initiative on open geographic information systems.

XIII. Observations

144. Peacekeeping is in a time of considerable change, as it faces new contexts, increasing threats and challenging political environments. Making sure this unique, shared instrument continues to contribute to global peace and security depends on collective ownership and collective action. Host countries, the Security Council, the General Assembly, troop- and police-contributors, financial contributors and the Secretariat, as well as international, regional and subregional organizations, all have a role to play in revitalizing this 70-year-old instrument.

145. That is the principle at the heart of Action for Peacekeeping, which has already reinvigorated the political commitment to United Nations peacekeeping. I trust that the Special Committee on Peacekeeping Operations will build on the momentum created by this initiative to ensure enhanced support for our missions. But we still

have further to go, collectively, and the Declaration of Shared Commitments on United Nations Peacekeeping Operations provides a clear agenda for achievements we can reach together.

146. We also look forward to other important steps towards reinforcing our partnerships, including the next United Nations Peacekeeping Defence Ministerial in the second quarter of 2019. It will be critical to continue to strengthen our partnerships with regional organizations, and I look forward to working even more closely with the African Union, the European Union and other partners in that regard. While we collectively work to strengthen peacekeeping, I want to reiterate that we must be realistic in our expectations. Peacekeeping is not always the most appropriate tool, particularly in conflicts requiring counter-terrorism or peace enforcement operations. Our partners will continue to play a critical role in deploying peace operations when peacekeeping is not the most appropriate instrument.

147. Even as we reinforce our partnerships, we must improve how we do business. My peace and security and management reforms will reshape the landscape of the peace and security pillar while ensuring that the United Nations infrastructure for peace and security is fit for purpose. Our continuing efforts to implement the action plan to improve the security of peacekeepers hold considerable promise for improving the security and effectiveness of each United Nations peacekeeper.

148. We count on you, our peacekeeping partners, to continue to provide a vital forum for peacekeeping in 2019 and beyond.

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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum*

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2018 substantive session (A/72/19). The matrix is supplemental to the report of the Secretary-General (A/73/480). A summary of each recommendation is given, as well as a reference to the number of the relevant paragraph in the report of the Special Committee.

* Late submission of the report was due to developments in the Secretary-General's Action for Peacekeeping initiative that necessitated updates to the report.

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Para. in A/72/19	
	I. Introduction
18	A preliminary feasibility study is required to assess the scope and total cost of the construction project. In the absence of funds approved by the General Assembly for this purpose, Member States are encouraged to provide voluntary contributions to fund the study and the subsequent construction of the memorial wall at United Nations Headquarters.
22	An informal briefing regarding operational field issues, including the Secretariat's assessment of developments in ongoing United Nations peacekeeping operations, will be provided to the Special Committee at the beginning of its substantive session.
	II. Restructuring of peacekeeping
30	Integrated operational teams will be reconfigured in line with the restructuring of the United Nations peace and security pillar. The reconfiguration of the teams will reflect the continued efforts of the Department of Peacekeeping Operations to maintain flexibility and to scale and optimize the use of resources to meet evolving needs in providing direct support to peacekeeping operations mandated by the Security Council.
34	The Department of Peacekeeping Operations and the Department of Field Support have coordinated and implemented several communications campaigns in 2018 to highlight the important work of peacekeeping operations in promoting peace and security. In 2018, the Departments launched two major strategic communications initiatives, Action for Peacekeeping and the Mano River campaign. The Action for Peacekeeping campaign has highlighted the criticality of solidifying and expanding Member State support to peace operations, including through a high-level event in the margins of the seventy-third session of the General Assembly in September. The Mano River campaign focuses on three recently completed successful peacekeeping missions in West Africa, demonstrating how peacekeeping operations, when properly supported, promote long-term stability and development. In addition, the Department of Peacekeeping Operations worked with the Department of Public Information on the Service and Sacrifice campaign. The campaign highlighted 29 troop-contributing countries and ran across multiple digital channels, including Twitter, Facebook, Instagram and Medium. The campaign was intended to run until the International Day of United Nations Peacekeepers, but given the strong online support and enthusiasm from Member States, it continued through to August. The hashtag #servingforpeace was mentioned 42,000 times, with targeted countries representing 34 per cent of overall mentions across 36 languages. In addition, the campaign generated 1.1 million engagements. A second phase of the campaign will continue through 2019. The Department of Peacekeeping Operations is also working with the Department of Public Information and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in support of the Secretary-General's strategy on gender parity, a new, system-wide approach to address gender inequality in the United Nations workforce, with the goal of reaching parity at senior levels by 2021 and across the board by 2028.
	III. Safety and security
35	The requested section on safety and security, including statistics on targeted attacks against United Nations peacekeeping operations, has been included in the 2018 report of the Secretary-General (A/73/480).

Para. in A/72/19	
38	The Secretariat formed a dedicated team to coordinate Headquarters and field implementation of the independent report entitled "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business" and the corresponding action plan. The team has sought to support field missions in their implementation efforts and to monitor progress and draw upon best practices and lessons learned. Progress was recorded in operations to deter and counter threats in line with mission mandates; the implementation of procedures to respond to attacks; the reduction of fatalities through the detection of improvised explosive devices and mines and proper employment of protective capabilities and equipment (e.g., mine-protected vehicles); the communication of training needs and coordination among training and capacity-building providers; and the arrest and prosecution of suspects in attacks against peacekeepers, among others.
39	Regarding policy and procedures for safety risk management for military, police and civilian capacities, the Department of Peacekeeping Operations and the Department of Field Support have initiated efforts to build and implement a fully integrated safety risk management system to serve all peacekeeping personnel and their occupational groups. This system will be an integral part of the new United Nations occupational safety and health management system. The latter will be implemented as part of management reform through the new Department of Operational Support, as promulgated in the Secretary-General's bulletin on occupational safety and health in July 2018 (ST/SGB/2018/5). The occupational safety and health risk management system is anticipated to cover all safety and health risk categories and to apply to all occupational groups. It is intended to reduce both occupational safety and health risks for all peacekeeping personnel through a data and prevention-driven risk management model, based on internationally recognized occupational safety and health operational management standards. In addition, the Departments of Peacekeeping Operations and Field Support are working closely with the Department of Management to continue to formulate departmental occupational safety and health policy in preparation for the establishment of the new risk management system in the Department of Operational Support. Efforts are under way to implement the recommendations of the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business" and the corresponding action plan. More information can be found in the response to paragraph 38 and in the report of the Secretary-General.
42	In cases of confiscation or destruction of contingent-owned equipment by a third party, a mechanism exists to claim for loss and damage if the force commander certifies forced abandonment or hostile action. The Logistics Support Division will provide an informal briefing on such cases before the next session of the Special Committee.
43	As a step forward in tracking safety and security incidents, the notification-of-casualty incident information system (NOTICAS) online database captures data about serious injury, illness and fatalities owing to accidents and malicious acts; these data are available across missions and at United Nations Headquarters. However, there is no single database where data are collected on violations of status-of-forces agreements and no analysis is conducted of this type of data across all peacekeeping missions. Individual missions at which the Situational Awareness Geospatial Enterprise software (SAGE) has been deployed could compile these data regarding attacks in their individual mission areas, based on SAGE database entries regarding incidents, but missions use the SAGE tool to monitor data that are relevant to them. While some missions collect data on issues such as violations of status-of-forces agreements, these data are not collected across all missions. Furthermore, not all peacekeeping missions have deployed SAGE (see para. 70 (e) below for more information). Lastly, United Nations Headquarters does not have access to the SAGE databases of individual missions and, as such, does not have the capacity to compile this information across all missions in a dependable way.

Para. in A/72/19	
	To improve access to information in this area, the Peacekeeping Information Management Unit has developed an online data-driven mission fact sheet and fully automated talking point tools for managers at United Nations Headquarters that provide information on fatalities owing to accident, illness and malicious acts within and across missions. Reports from mission joint operations centres also provide detailed and accurate incident information to Headquarters through the United Nations Operations and Crisis Centre, but these reports are provided in Word format and are not readily and globally analysed. Data on abductions and hostage-taking are collected by the Department of Safety and Security and reported through the safety and security incident reporting system, and the Department of Safety and Security includes this information in briefing notes by the Under-Secretary-General. Lastly, a working group chaired by the United Nations Operations and Crisis Centre has been set up to review the Joint Operations Centre policy and guidelines, including strengthening situational awareness with a view to contributing to the improvement in safety and security of United Nations personnel. One area of review will be the improvement of coordination in relation to the Joint Operations Centres.
44	Data on violations of status-of-forces agreements are currently collected through a range of tools. See the response to paragraph 43 for further information.
48	Preparations are under way by the offices responsible to formulate an updated report on all processes involved in the investigation and prosecution of crimes committed against deployed United Nations peacekeepers.
50	The requested lessons learned to improve the safety and security of United Nations peacekeeping personnel have been included in the 2018 report of the Secretary-General.
51	Improving the comprehensive and holistic safety and security of United Nations peacekeepers continues to be a key priority for the Department of Peacekeeping Operations/Office for the Peacekeeping Strategic Partnership, which has been designated as the departmental lead in implementing the action plan developed in response to the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". The Office has been instrumental in rendering technical advice to relevant stakeholders at Headquarters and in the field, in addition to monitoring the implementation of the recommendations to improve the safety and security of peacekeepers. Through targeted reviews, special investigations and specific assessments, the Office has issued recommendations on systemic and functional issues relating to the safety and security of uniformed components in field missions. The recommendations made by the Office have stressed the need for the institution of credible and effective individual and collective physical protection measures, duly supported by coherent and integrated analysis, planning and direction; enhanced situational awareness; efficient use of technological solutions; well-coordinated and integrated base defence measures; conduct of peacekeeping intelligence-led dynamic operations, including with protected mobility; maintenance of a high state of operational readiness through predeployment and in-mission training and preparation; proactive occupational safety and health measures; and a versatile application of tactics, techniques and procedures as essential elements for enhancing safety and security. In line with its mandate, the Office will continue to consult and work closely with the leadership at Headquarters and in field missions, as well as with troop- and police-contributing countries, to keep them apprised of planned activities, key findings and the status of implementation of specific recommendations to further strengthen the safety and security of peacekeepers.

Para. in A/72/19	
53	The Partnership for Technology and Innovation in Peacekeeping provides a framework where the Department of Peacekeeping Operations and the Information and Communications Technology Division of the Department of Field Support can regularly interact with Member States on the way forward, including around developing a policy framework for the use of technology by peacekeeping operations and identifying new technological solutions to challenges in the field. The most recent symposium, an annual event of the Partnership, was held in Berlin and focused on technology in peacekeeping intelligence, convoy and patrol protection; improving security through situational awareness, training and capacity-building; and the United Nations open geospatial information systems initiative. The use of unmanned aerial systems continues to grow worldwide, considering the increased need for up-to-date information for decision-making. Unmanned aerial systems come in many different forms with very distinct capabilities and price ranges, meaning that a single system is incapable of covering all mission needs. Peacekeeping requirements range from all-weather, high-altitude, long-endurance missions to tactical monitoring of areas of interest to miniature units for use in emergencies to view events in close physical proximity. The Secretariat continuously seeks options to cover all these roles in a cost-effective manner. Unmanned aerial systems are observation platforms that carry sensors (optical, radar, etc.) to collect and analyse data; the focus is now on improving analysis for decision-making, in line with the guidance of the Special Committee.
56	The Office of Military Affairs of the Department of Peacekeeping Operations and the Police Division of the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations have provided 28 tailored security situation briefs to troop- and police-contributing countries and other Member States on existing United Nations peacekeeping missions since January 2018. The assessment team of the Office of Military Affairs and the Police Division continue to stand ready to facilitate requests from troop- and police-contributing countries and Member States in this regard.
57	The Secretariat will provide Member States with the board of inquiry reports relevant to them, in a timely manner upon request.
58	The Office of Military Affairs has conducted military capability studies for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Mission in South Sudan (UNMISS), with more planned for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID). Military capability studies support military components in the implementation of recommendations from the action plan on improving the security of United Nations peacekeepers, including those relating to footprint, force protection, technology and the medical 10-1-2 concept in military planning. The military capability studies form the basis for the revision of concepts of operations and statement of unit requirements. Recently updated concepts of operations include those of the United Nations Disengagement Observer Force (UNDOF), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and UNAMID; concepts of operations for MINUSCA and UNMISS are currently under revision. The Office of Military Affairs ensures that all these documents are available to force commanders.
60	The United Nations occupational safety and health management system will be established as part of the Secretary-General's management reform process through the creation of the new Department of Operational Support. More information can be found in the response to paragraph 39.
63	An update will be provided during an informal briefing before the next session of the Special Committee.

Para. in A/72/19	
67	Progress in this regard was noted in the most recent relevant report of the Secretary-General (A/72/226). The Secretary-General also included reference to this in his new Agenda for Disarmament.
70 (a)	The Secretariat has reported to Member States on progress in the implementation of the action plan on improving the security of United Nations peacekeepers on several occasions, including through briefings on 2 March, 29 March, 4 April and 30 April. In addition, a summary of initiatives undertaken by the Secretariat to strengthen United Nations peacekeeping was shared at the open debate of the Security Council on 28 March. An informal briefing regarding the implementation of the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business" and the related action plan will be provided to the Special Committee before its next session.
70 (b)	In cases of confiscation or destruction of contingent-owned equipment by a third party, a mechanism exists to claim for loss and damage if the force commander certifies forced abandonment or hostile action. The Logistics Support Division will provide an informal briefing on these specific cases before the next session of the Special Committee.
70 (c)	The Department of Peacekeeping Operations, Department of Field Support, Department of Management and Department of Political Affairs standard operating procedures on NOTICAS in peacekeeping operations and special political missions was completed and approved in December 2017. The standard operating procedures set out the procedures for preparing and issuing a notification of casualty in the event of death, serious injury or serious illness of United Nations personnel serving in peacekeeping operations or special political missions, including United Nations military, police, government-provided and civilian personnel. They do not apply to contractors hired under external institutional or corporate contracts or individuals hired by such contractors. As part of the promulgation of the standard operating procedures, an upgraded version of the online NOTICAS database is being rolled out in peacekeeping missions in a phased manner. The roll-out of the new version of the database has been completed in 12 peacekeeping missions and is currently under way in UNFICYP and the United Nations Support Office in Somalia. The roll-out in the United Nations Interim Administration Mission in Kosovo will take place by the end of 2018, at which time all 14 peacekeeping missions will have completed implementation.
70 (d)	The standard operating procedures on boards of inquiry were modified on 1 December 2016 to clarify the internal rules and regulations regarding internal inquiries, including for attacks and other crimes against peacekeepers. Further inquiries on these issues, should any be required, may be made during the informal briefing on field support provided to the Special Committee before its next session. Improving the safety and security of United Nations peacekeepers continues to be a key priority for the Department of Peacekeeping Operations/Office for the Peacekeeping Strategic Partnership, which is the departmental lead in implementing the action plan developed in response to the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". Further information can be found in the response to paragraph 51 above. *An informal briefing will be provided before the next session of the Special Committee.*
70 (e)	The SAGE incident and event management system, which is currently deployed in 10 peacekeeping missions, is the only official Department of Peacekeeping Operations incident management and reporting system. Using SAGE, missions can manage data on significant incidents and events occurring in mission areas and analyse numerical and geographic trends over time. SAGE will be enhanced in 2018 with a mobile version, allowing incident reporting and notification on mobile devices. The system will be implemented next in the United Nations Mission for the Referendum in

Para. in A/72/19	
	Western Sahara and MONUSCO. Only UNDOF and the United Nations Interim Force in Lebanon (UNIFIL) have no plans as yet to implement SAGE. The United Nations Open Geographic Information System Initiative, established in March 2016, is aimed at identifying and developing enterprise geographic information system solutions for the entire United Nations based on free open software, taking full advantage of the experience of partners such as Member States, academia, international organizations, non-governmental organizations and the private sector. Open geographic information system partners are working to better understand United Nations operational requirements, and proposals will be piloted in UNMISS in 2019. Considerable progress has been made in developing open source-based geographic information system solutions such as a geospatial portal, analytical models and applications and data collection and management applications. In addition, a capacity-building programme through the United Nations Open Geographic Information System Initiative has helped United Nations staff to smoothly transition from proprietary software to open source-based technology. The United Nations Open Geographic Information System Initiative is now focusing on supporting United Nations field operations, particularly peacekeeping operations, and will be gradually extended to provide support to wider United Nations operations, including other United Nations agencies and partners. This initiative will allow the United Nations to assess the feasibility of transitioning from enterprise or commercial-based to open source-based geographic information system services for United Nations peacekeeping missions in the future. The technologies built through the United Nations Open Geographic Information System Initiative will be shared in the future with Member States, which is expected to benefit developing countries that may not have been able to leverage geographic information system technology to date, owing to cost.
70 (f)	The United Nations crisis management working group completed a technical adjustment to the United Nations crisis management policy in March 2018. The Department of Peacekeeping Operations and Department of Field Support standard operating procedure on Headquarters crisis response in support of peacekeeping operations was approved in January 2017 and will be subject to review in January 2019.
70 (g)	An informal briefing will be provided before the next session of the Special Committee.
70 (h)	An informal briefing will be provided before the next session of the Special Committee.
70 (i)	Further information will be provided during the informal briefing on mine action before the next session of the Special Committee. The Secretary-General also included reference to this in his new Agenda for Disarmament.
	IV. Peacekeeping intelligence- and information-gathering and analysis
71	An update will be provided on these issues during an informal briefing before the next session of the Special Committee, as this current language has been overtaken by events and the policy is no longer in draft.
73	Legal, operational and technical guidelines in relation to peacekeeping intelligence- and information-gathering and analysis will be completed by the end of 2019. The revised timeline was communicated to the Special Committee through an informal briefing in July 2018.
76	An update has previously been provided to the Special Committee. Further updates may be provided if required.

Para. in A/72/19	
	V. Conduct and discipline
78	In accordance with established processes, when a report is received concerning possible misconduct, specific processes are set in motion. First, the information received is reviewed to determine whether the alleged acts, if substantiated, would amount to a breach of the United Nations standards of conduct. If sufficient information is available for such determination and the alleged acts would constitute misconduct, the matter is referred for investigation. When the United Nations receives information about possible serious misconduct regarding military or police personnel, matters are then referred to the respective Member State for information or investigation, depending on the nature of the allegation and type of personnel, as well as relevant memorandums of understanding and agreements.
81	An incident reporting form and associated guidance have been developed to ensure uniformity and consistency in the collection of information on allegations across the system. Since November 2017 the form and guidance have been field-tested by United Nations system entities operating in the Democratic Republic of the Congo, with training designed and provided by the Office of Internal Oversight Services (OIOS). Once finalized, they will be issued for use at all duty stations across the system. Further updates on this and other measures will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and abuse.
92	An informal briefing will be provided before the next session of the Special Committee.
94	Victims are informed in writing of outcomes of investigations. Other updates are also regularly provided to victims and communities through a robust outreach and communication strategy for peacekeeping missions. An informal briefing will be provided before the next session of the Special Committee.
95	An informal briefing will be provided before the next session of the Special Committee.
	VI. Strengthening operational capacity: general
102	The first briefing to the Special Committee on the integrated performance policy framework was held on 5 July 2018, with a second briefing held 11 September and a third anticipated in November. Subsequent briefings will be held every two months, as requested by Member States.
104	To strengthen transparency around deployments, the Military Planning Service of the Office of Military Affairs has been working on reviewing and revising statement of unit requirements so that all actors clearly understand the military operational requirements of each unit.
110	An informal briefing will be provided before the next session of the Special Committee.
111	When a troop-contributing country is not selected for deployment, the Military Adviser, as the head of the Office of Military Affairs, usually explains the circumstances of the situation to the Military Adviser of the particular troop-contributing country. Formal notification is provided subsequently by a note verbale.
113	The Force Generation Service of the Office of Military Affairs is currently developing a standard operating procedure on the selection of troop contributions, as well as guidelines for the allocation of posts of United Nations military experts on mission and military staff officers in United Nations peacekeeping operations. First drafts have been prepared for both documents and are in the process of approval, with the concurrence of stakeholders.

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114	The United Nations Manual for Generation and Deployment of Military and Police Units to Peacekeeping Operations has been drafted and is in the process of approval, with the concurrence of stakeholders.
120	Efforts to identify modern technologies for application in peacekeeping operations focus on addressing identified issues with known technological answers. Technologies employed in peacekeeping operations are always proven systems used widely by Member States to protect civilians, troops and premises. None of the technologies recently implemented in peacekeeping are new to the market or in research stages; they are new only to peacekeeping. The Information and Communications Technology Division of the Department of Field Support uses a holistic approach focusing on technology, people and processes. The Division has deployed technologies using letters of assist with Member States that have also provided subject matter experts to identify and address gaps in knowledge, including through training, simulations and exercises, and to address challenges through revised policies and standard operating procedures. A number of lessons have been identified regarding the training and equipping process, which have been transmitted to the Office of Military Affairs and to the reviewed peacekeeping missions. Following the successful implementation of camp security and urban monitoring technologies using letters of assist, which resulted in increased Member State operational experience, the Division has been permitted to seek commercial options through procurement. Efforts in that regard are now under way.
122 (a)	An informal briefing on the second report of the Secretary-General on the reform of the peace and security pillar will be provided to the Special Committee before its next session.
122 (b)	An informal briefing on measures taken to enhance the analysis of conflict dynamics at the local, national and regional levels will be provided to the Special Committee before its next session.
122 (c)	A new Peacekeeping Capability Readiness System website with enhanced pledging capabilities was launched on 8 January 2018. A total of eight briefings on the use of the system were given to troop- and police-contributing countries, on 21 June, 7 August, 6 September, 17 October and 3 November 2017 and on 9 April, 11 April and 16 April 2018. In addition, 23 individual meetings on the system were held over the past year, upon the request of troop- and police-contributing countries. More information will be provided during an informal briefing before the next session of the Special Committee.
122 (d)	The Office of Military Affairs has taken multiple initiatives to build capacity. Central to this has been the development of the United Nations military manuals, with guidance for commanders and staff at all levels, and the United Nations Infantry Battalion Manual, assisting the commanders and staff of the backbone of the military component. In addition, the Office has spearheaded the realization of the Peacekeeping Military Intelligence Handbook, which will be issued before the end of 2018; the first related training course was conducted in July 2018, with a second scheduled for November. Looking further ahead, the Office will prepare a peacekeeping military intelligence train-the-trainer package in 2019, which will further develop troop-contributing country training capacity. Following on the Improvised Ordnance Device Threat Mitigation Manual and the Explosive Ordnance Disposal Manual, the Explosive Ordnance Disposal Standards were issued in 2018 and supported by training courses made available starting in September. Four interrelated core documents on performance are in the final stages of completion. An informal briefing will be provided before the next session of the Special Committee.
122 (e)	An update will be provided before the next session of the Special Committee.

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122 (f)	The Information and Communications Technology Division of the Department of Field Support has been working to develop rapidly deployable telecommunications capabilities to support an integrated headquarters, including the modular command centre. An informal briefing will be provided to the Special Committee on the progress on the rapidly deployable headquarters before its next session.
122 (g)	An update on the Joint Operations Centres and the Joint Mission Analysis Centres will be provided during an informal briefing to the Special Committee before its next session.
122 (h)	An informal briefing on the results of the ongoing review of the policy on authority, command and control in United Nations peacekeeping operations will be provided to the Special Committee before its next session.
122 (i)	An informal briefing will be provided before the next session of the Special Committee.
122 (j)	An informal briefing will be provided before the next session of the Special Committee.
122 (k)	The Office of Military Affairs is in the final stages of drafting guidance for female engagement teams. Funding has been secured to develop a female engagement team training package, which will run as a pilot and training-of-trainers course before being made available to troop-contributing countries for their use. An informal briefing will be provided before the next session of the Special Committee.
	VII. Strengthening operational capacity: military capacities
127	The Department of Peacekeeping Operations and the Department of Field Support have undertaken a comprehensive review of the policy on authority, command and control in United Nations peacekeeping to ensure that the effective performance of peacekeeping missions is not undermined by ambiguous or unclear authority, command and control arrangements. The review included field visits to MINUSMA, MINUSCA, MONUSCO, UNIFIL and UNMISS to consider authority, command and control issues, practices and concerns in those missions and to ensure that the revised policy reflected the current operating environment of peacekeeping. The two Departments are seeking to ensure that the revised policy provides practical and feasible solutions to long-standing authority and management issues, including those concerning the prioritization and tasking of core mission-enabling assets, including aviation, engineering and medical, among others.
128	The Office of Military Affairs has been conducting military capability studies for several missions in accordance with budget allocation and urgency. In addition, the Office's Military Planning Service has been working on reviewing and revising statement of unit requirements so that all actors can clearly understand the military, operational and logistical capabilities deemed necessary for the success of a peacekeeping operation in line with its mandate. Regarding the request to consult the mission leadership and troop-contributing countries regarding the formulation of mission-specific statement of unit requirements, the Office of Military Affairs has been considering how to address the issue and will engage with Member States regarding the most effective way forward.
130	An informal briefing on the practice of inter-mission cooperation will be provided to the Special Committee before its next session.

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132	Field-based contingent-owned equipment verification and control procedures are intended to ensure that the terms of the memorandum of understanding between the United Nations and the troop-contributing/police-contributing country are met by both parties at the outset and throughout the term of the memorandum. The Contingent-Owned Equipment Unit is responsible for planning and conducting the following verification inspections: arrival inspections, periodic inspections and spot checks, operational readiness inspections and repatriation inspections. Other periodic verification modalities include predeployment visits and assessment and advisory visits.
134	An informal briefing on the status of the rapid deployment level of the Peacekeeping Capability Readiness System will be provided to the Special Committee before its next session.
135 (a)	In addition to scheduled meetings, the Strategic Force Generation and Capability Planning Cell, the Force Generation Service and the Police Division conduct bilateral meetings with troop- and police-contributing countries at their request to update them on the excess resources pledged and remaining critical capability gaps. In addition, the Strategic Force Generation and Capability Planning Cell conveys mission-specific capability gaps through uniformed capability requirement papers. An informal briefing will be provided before the next session of the Special Committee.
135 (b)	An informal briefing will be provided before the next session of the Special Committee.
135 (c)	The General Assembly, in its resolution 71/296 of 30 June 2017, took note of the report of the 2017 Working Group on Contingent-Owned Equipment (A/C.5/71/20). The 2017 edition of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (A/72/288) was issued on 4 August 2017. The Secretariat has since conducted briefings to Member States on the contingent-owned equipment reimbursement framework, including a briefing on changes introduced by the 2017 Working Group. The Secretariat will also provide a series of briefings in the lead-up to the forthcoming 2020 Working Group on Contingent-Owned Equipment, which is scheduled to meet in New York from 20 to 31 January 2020. These briefings will continue to reference the changes made in the most recent Working Group.
	VIII. Strengthening operational capacity: United Nations police capacities
137	The response of the Secretariat to the external review of the Police Division, published on 31 May 2016, is contained in document S/2016/952. The Police Division continues to advance the implementation of relevant recommendations. An informal briefing will be provided before the next session of the Special Committee.
138	An informal briefing will be provided before the next session of the Special Committee.
140	In close consultation with OIOS, an informal briefing will be provided before the next session of the Special Committee.
141	An informal briefing will be provided before the next session of the Special Committee.
145	The Police Division, in close coordination with Member States and United Nations police components, finalized the revised standard operating procedure on the assessment of the operational capability of formed police units for service in missions. In addition, the revised formed police unit policy is in the process of being finalized.

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147	An informal briefing will be provided before the next session of the Special Committee, together with justice and corrections components of peacekeeping operations.
148	An informal briefing will be provided before the next session of the Special Committee, together with justice and corrections components of peacekeeping operations.
149	An informal briefing will be provided before the next session of the Special Committee.
	IX. Strategies for complex peacekeeping operations: general
154	An informal briefing on reforms relating to peacekeeping emanating from the review processes will be provided to the Special Committee before its next session.
157	Through the policy on integrated assessment and planning (2013), which addresses United Nations-wide assessment and planning to maximize coherence and effectiveness, and the policy on planning and review of peacekeeping operations (2017), which focuses on peacekeeping-specific planning, peacekeeping operations have been given the tools to produce comprehensive analysis, articulate strategies and translate them into operational plans. Guidance on policy implementation and support to assessment and planning exercises, as well as training on conflict analysis and strategic assessment, continued to be provided to enhance analysis and planning.
159	The Departments of Peacekeeping Operations and Field Support have sought to strengthen efforts to select heads and deputy heads of mission with due regard to geographical representation and gender balance and to enhance the senior appointments selection process by developing additional tools to assess candidates for senior leadership positions. Outreach to currently serving director-level staff has helped to increase the promotion of serving women. The Departments also continue to process the outcome of the 2017 generic global call for nominations for candidates for Special Representatives of the Secretary-General and Deputy Special Representatives, including by reaching out to strong potential candidates, particularly women and nominees from underrepresented countries, and encouraging their nominations for senior leadership training courses to help them prepare for competitive assessment processes. During the reporting period, the Department of Field Support contributed to the development of the Secretary-General's system-wide strategy on gender parity by chairing the working group on measures to improve gender parity in mission settings. Currently, women make up 28 per cent of civilian staff in United Nations peace operations. The strategy on gender parity seeks to increase that percentage by establishing yearly targets for missions, promoting positive images of female civilians in the field on social media, improving the living and working conditions of civilian staff in hardship locations and creating enhanced talent pools of women who can be selected more quickly using special temporary measures for recruitment promulgated by the Secretary-General. On 8 March 2018, the Department of Field Support launched six senior roster vacancies (P-5 and D-1 levels) to increase the number of female candidates on rosters and to help field missions to meet targets under the strategy on gender parity. This campaign drew a candidate pool that was 38 per cent women overall. Candidates are now being assessed, and the Department expects to conclude rostering soon. Concurrently, some field missions have completed workforce planning efforts that match the 2018 gender parity strategy targets to their annual vacancies to target the recruitment of women. The Department of Field Support also continues its work on the senior women talent pipeline for United Nations peace operations. The pipeline creates a dedicated talent pool of primarily external female candidates who are considering a career in United Nations peace operations. Since the inception of the programme, 244 members have been selected for the senior women talent pipeline. To replenish it, a call for applications in June 2017 targeted candidates at the D-1 and D-2 levels with profiles in mission support and administration, political affairs and mediation, civil affairs, rule of law and security institutions, and public information. The call for applications resulted in 1,200 new

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	applications and 100 new members being added to the pipeline. These members are being prepared for the recruitment process through coaching and training. In addition, some 30 women in the pipeline benefited from a one-week intensive familiarization course in February 2018; a second training course was held in Entebbe, Uganda, in October 2018.
165	An informal briefing will be provided before the next session of the Special Committee.
167	An informal briefing will be provided before the next session of the Special Committee.
168	Integrated assessment and planning processes are intended to maximize the impact of the context-specific peace sustainment activities of the United Nations system. The policy on integrated assessment and planning defines the mandatory requirements in integrated United Nations settings and outlines the responsibilities of United Nations actors. In 2017, the Departments of Peacekeeping Operations and Field Support, in partnership with the analysis and planning working group led by the Executive Office of the Secretary-General, completed a light review of the 2013 policy to reflect recent changes in decision-making mechanisms, specifically, the introduction of the Secretary-General's planning directive and the role of his Executive and Deputies Committees in integrated planning processes. The revised policy reflects new developments, including sustaining peace and the "new way of working", and recognizes the United Nations Development Assistance Framework as the overarching United Nations country planning instrument, where appropriate. The revised policy reinforces the importance of collaboration with external partners, including international financial institutions and regional and subregional organizations. Given the implications of the peace and security reforms, a comprehensive review of the policy and its accompanying handbook will take place in 2019.
	X. Strategies for complex peacekeeping operations: peacebuilding issues and the Peacebuilding Commission
179	An informal briefing will be provided on the implementation of the policy on integrated assessment and planning before the next session. See the response to paragraph 168 above.
186	An informal briefing will be provided on the implementation of the policy on integrated assessment and planning before the next session. See the response to paragraph 168 above.
192	An informal briefing on measures taken to enhance the capacity and core capabilities of the Secretariat for conflict prevention will be provided to the Special Committee before its next session.
200	An informal briefing on the socioeconomic impact of peacekeeping operations will be provided to the Special Committee before its next session.
201	An update will be provided through an informal briefing before the next session of the Special Committee.
	XI. Disarmament, demobilization and reintegration
206	The next informal briefing to the Special Committee on disarmament, demobilization and reintegration will include an overview of disarmament, demobilization and reintegration work in the field, including, where appropriate, studies of either specific approaches used in different missions or specific country-wide strategies.
211	The informal briefing to the Special Committee will include potential regional approaches to disarmament, demobilization and reintegration, where appropriate.

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	XII. Security sector reform
222	An update will be provided during the informal briefing on security sector reform before the next session of the Special Committee.
223	An update will be provided during the informal briefing on security sector reform before the next session of the Special Committee.
225	An update will be provided during the informal briefing on security sector reform before the next session of the Special Committee.
	XIII. Rule of law
232	An informal briefing will be provided before the next session of the Special Committee.
234	An informal briefing will be provided before the next session of the Special Committee.
235	An informal briefing will be provided before the next session of the Special Committee.
236	An update will be provided during the informal briefings on the Justice and Corrections Service and the Police Division before the next session of the Special Committee.
238	Information on justice and corrections capacities and activities at Headquarters and in the field is included in the Secretary General's report to the Special Committee.
241	An informal briefing will be provided before the next session of the Special Committee.
242	Information on the activities of peacekeeping operations in support of national authorities in restoring or establishing court and prison facilities in the aftermath of conflict is included in the Secretary-General's report to the Special Committee. In addition, an informal briefing will be provided to the Special Committee before its next session.
	XIV. Gender and peacekeeping
245	In January 2018, the Departments of Peacekeeping Operations and Field Support finalized and endorsed a new gender policy entitled "Gender-responsive United Nations peacekeeping operations". The policy formulation took into account the relevant provisions of Security Council resolution 2242 (2015) and the relevant recommendations from the three peace and security reviews conducted in 2015. The gender policy overrides the commitments made in the gender forward-looking strategy 2014–2018. An annual report on the implementation of relevant policy priorities will be shared with the Special Committee before its next session.
246	The Departments of Peacekeeping Operations and Field Support have invested in initiatives to improve evidence-based reporting and strategic prioritization, including: (a) a gender and reporting module for training staff, including senior management; (b) the development of common women and peace and security indicators to improve analysis in briefings and reports; (c) a gender dashboard that will serve as a systematized platform for data collection to generate mission-specific reports on women and peace and security mandates across all peacekeeping operations; and (d) strengthened engagement with the Informal Expert Group on Women and Peace and Security, which has improved the analysis of gender and conflict dynamics and shaped Security Council decisions. Regular updates are provided to the Security Council and Member States.

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252	During a joint meeting in Entebbe, Uganda, in 2017, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and UN-Women laid out a plan to leverage their comparative advantages to enable more gender-responsive United Nations peacekeeping and special political missions. Ongoing joint strategic collaboration includes a gender-responsive conflict analysis project focused on transitioning contexts, the development of key messaging and the implementation of high-level missions focusing on women and peace and security. An informal briefing will be provided before the next session of the Special Committee.
257	The Department of Peacekeeping Operations and UN-Women have begun piloting gender-responsive conflict analysis in transitioning contexts. Three pilots undertaken in the first half of 2018 in Liberia, Haiti and Darfur brought together all United Nations entities to engage in common analysis to support the identification of planning options and outcomes. The pilot gender-responsive conflict analysis projects informed strategic processes such as the development of the United Nations Development Assistance Framework for Haiti and the strategic assessment in Darfur, as well as the rollover of women and peace and security-specific priorities to the United Nations country team in Liberia. An informal briefing will be provided before the next session of the Special Committee.
258	Information on coordination within the Department of Peacekeeping Operations and with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict around the inclusion of observations and recommendations on sexual violence in situations of conflict on the agenda of the Security Council is included in the Secretary-General's report to the Special Committee.
260	An informal briefing will be provided before the next session of the Special Committee.
261	Consultations on the policy and handbook on the prevention and response to conflict-related sexual violence have been concluded at the Headquarters level with relevant partners and policy co-signatories, including the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Department of Political Affairs and the Office of the United Nations High Commissioner for Human Rights. The draft policy was expected to be shared with relevant United Nations peace operations for their comment by the end of November 2018. As part of efforts to strengthen the provision of guidance, the Department of Peacekeeping Operations has consulted United Nations peace operations on approaches on the ground by civilian, military and police components to conflict-related sexual violence to capture challenges, good practices, lessons learned and recommendations. These lessons have informed the development of the policy and handbook on the prevention and response to conflict-related sexual violence that will provide United Nations field missions in peace operations with an overall framework to address such violence.
262	An informal briefing will be provided before the next session of the Special Committee.
263	The Office of Military Affairs is continuing to post military gender and protection advisers to United Nations peacekeeping missions, at both force and sector headquarters as required. The Office runs a military gender and protection adviser course twice a year to ensure that such advisers receive training in United Nations-specific gender perspective guidelines on how to integrate a gender perspective into all aspects of military planning and operations. A gender perspective is being mainstreamed in all military United Nations policy and doctrine to ensure compliance with the guidelines. Military gender and protection advisers work with civilian gender teams in missions to ensure that the women and peace and security mandate is comprehensively supported. An informal briefing will be provided before the next session of the Special Committee.
264	The Under-Secretary-General for Peacekeeping Operations met with the Special Representative of the Secretary-General on Sexual Violence in Conflict in July 2018. An informal briefing by the Special Representative will be provided to the Special Committee before its next session.

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265	A written briefing will be provided to the Special Committee before its next session.
	XV. Strategies for complex peacekeeping operations: children and peacekeeping
267	The Division for Policy, Evaluation and Training/child protection team conducted one mission to MONUSCO in February 2017 to update the best practice note on child protection. An additional mission to MINUSCA is planned towards the end of 2018 to complete the update to the note.
268	A written briefing will be provided to the Special Committee before its next session.
269	The specialized training materials on child protection for United Nations military and police personnel are available on the United Nations Peacekeeping Resource Hub (http://research.un.org/stm) for Member States and regional and national training centres to download and use. The Integrated Training Service of the Department of Peacekeeping Operations also informs all Member States by fax when new training material is released. In addition, new training materials are rolled out through training-of-trainers and mobile training teams.
270	The 2017 specialized training material on child protection for United Nations Police was rolled out at a training-of-trainers workshop in Entebbe, Uganda, in May 2018 under the lead of the Integrated Training Service and with the participation of the Division for Policy, Evaluation and Training/child protection team. The 2014 United Nations military standardized training material on child protection is currently being updated in line with the 2017 child protection policy and will be rolled out during a training course for United Nations military personnel in October 2018. The roll-out of the force directive on child protection is envisaged for three peacekeeping missions in the last quarter of the reporting period. The Child Protection Manual for Child Protection Officers in Peace Operations is being finalized and will be published in 2018.
	XVI. Strategies for complex peacekeeping operations: health-related issues and peacekeeping
273	An update will be provided through an informal briefing to the Special Committee before its next session.
274	The casualty evacuation policy has been promulgated with effect from April 2018 and will be subject to revision within a year based on observations and recommendations arising from the stress-testing exercises to be completed within the first year of its promulgation in the five high-risk missions (MINUSMA, MINUSCA, MONUSCO, UNAMID and UNMISS) identified in the independent report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business".
277	An informal briefing will be provided before the next session of the Special Committee.
279	An informal briefing will be provided before the next session of the Special Committee.
280	An informal briefing will be provided before the next session of the Special Committee.
282	The Medical Services Division of the Department of Management has developed the United Nations buddy first-aid course curriculum and related materials, including a training-of-trainers programme of instruction. The first training-of-trainers was conducted in February 2018. A master trainer curriculum is being developed before further training is conducted. The Medical Services Division reviews all credentials of military medical personnel before deployment.

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283	The development of medical protocols is under way and an update will be provided before the next session of the Special Committee.
284	The Medical Services Division of the Department of Management has developed the United Nations buddy first-aid course curriculum. More details can be found in the response to paragraph 282.
285	A United Nations mental health strategy was approved by the Secretary-General and adopted by the High-Level Committee on Management in September 2017. The strategy is in the process of being implemented, and engagement with the troop- and police-contributing countries regarding the strategy will begin in the coming year.
286	An informal briefing will be provided before the next session of the Special Committee.
	XVII. Strategies for complex peacekeeping operations: quick-impact projects
292	All guidelines issued since the finalization of the Policy Directive for Quick-Impact Projects have been issued in accordance with the revised policy. Any future guidance will also be in alignment with the Policy Directive.
	XVIII. Strategies for complex peacekeeping operations: protection of civilians and other mandated tasks
297	An informal briefing will be provided before the next session of the Special Committee.
298	A training-of-trainers course on comprehensive protection of civilians will be organized for police-contributing countries in August 2018. The aim of the course is to strengthen the capacity of formed police units in this regard. The course will introduce the specialized training materials on comprehensive protection of civilians and enable the participants to deliver the materials in their respective national training institutions. Member States were consulted on the implementation and review of training materials during briefings to police-contributing countries and events relating to the United Nations police commander and formed police unit coordinator courses.
299	The aim of the 2017 in-mission training needs assessment was to identify gaps in existing training on protection of civilians and in the knowledge, skills and attitudes of mission personnel leading to performance gaps in the implementation of the protection-of-civilians mandate. Action points included: (a) develop a competency-based curriculum for training on protection of civilians; (b) continue to develop and utilize scenarios and practical exercises to rehearse protection-of-civilians responses based on mission-specific challenges; (c) review and improve ongoing mission-specific protection-of-civilians training tailored to the specific context and components' needs; (d) ensure that predeployment training on protection of civilians is completed and enhanced by subsequent in-mission training and develop a common mission protection-of-civilians training strategy among trainers; (e) build the capacity of trainers to deliver protection-of-civilians training, invest in resources and develop partnerships; and (f) prioritize accountability and resources by ensuring that mission training plans reflect training priorities such as the protection of civilians. To implement training priorities, the Integrated Training Service of the Department of Peacekeeping Operations is training in-mission trainers to conduct tabletop and simulation exercises, conducting advisory visits and providing technical support to integrated mission training centres and trainers. An informal briefing will be provided before the next session of the Special Committee.

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304	Performance evaluation standards on the protection of civilians are being developed as part of the integrated performance policy framework. The Special Committee is receiving briefings every two months, with the most recent briefing on 11 September 2018 and a subsequent briefing planned for November 2018.
305	An informal briefing will be provided before the next session of the Special Committee.
306	Several capacity-building activities were conducted to improve the ability of existing peacekeeping missions to respond to challenges. A training-of-trainers course on the conduct of tabletop exercises was rolled out in March 2018 for civilian and military trainers of integrated mission training centres, focusing on the centres' coordination of tabletop exercises around mission contingency planning, responses to emerging protection-of-civilians threats and situations involving casualty and medical evacuations. To further strengthen crisis management capabilities, a stress-testing project plan, SIMEX, is in place to design, develop and conduct simulation exercises in the five high-risk missions identified in the independent report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". The project will involve the whole mission, including the senior leadership team, the strategic level and all substantive sections and tactical units.
307	An informal briefing will be provided before the next session of the Special Committee.
308	MINUSCA, MINUSMA and the United Nations Mission for Justice Support in Haiti (MINUJUSTH) are updating their protection-of-civilians strategies following changes in their mandate. An informal briefing will be provided to the Special Committee before its next session.
310	An informal briefing will be provided before the next session of the Special Committee.
311	An informal briefing will be provided before the next session of the Special Committee.
312	An informal briefing will be provided before the next session of the Special Committee.
315	The Department of Peacekeeping Operations and Department of Field Support policy on the protection of civilians in United Nations peacekeeping is being reviewed. A handbook for field practitioners is being developed. An informal briefing will be provided to the Special Committee before its next session.
316	An informal briefing will be provided before the next session of the Special Committee.
317	An informal briefing will be provided before the next session of the Special Committee.
321 (a)	An informal briefing will be provided before the next session of the Special Committee.
321 (b)	An informal briefing will be provided before the next session of the Special Committee.
321 (c)	An informal briefing will be provided before the next session of the Special Committee.
321 (d)	An informal briefing will be provided before the next session of the Special Committee.
321 (e)	An informal briefing will be provided before the next session of the Special Committee.
321 (f)	An informal briefing will be provided before the next session of the Special Committee.
321 (g)	An informal briefing on best practices regarding measures taken by peacekeeping operations to foster cooperation with host authorities will be provided to the Special Committee before its next session.

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321 (h)	An informal briefing will be provided before the next session of the Special Committee.
321 (i)	An addendum to the Department of Peacekeeping Operations and Department of Field Support policy on the protection of civilians in United Nations peacekeeping and on the accountability of senior leadership was endorsed on 1 May 2018. An informal briefing will be provided to the Special Committee before its next session.
	XIX. Cooperation with troop-contributing and police-contributing countries
324	Policies, guidelines and standard operating procedures are being developed while taking on board the views and advice of troop-contributing countries. An informal briefing will be provided to the Special Committee before its next session.
328	A number of measures have been put in place to enhance the value of weekly briefings to the military and police adviser community, including raising the seniority of the briefer to correspond to the level of the audience (D-1/P-5); covering only the salient points of interest in the verbal briefing while leaving the rest for the written product, which includes as much commentary as possible; answering questions of Member States submitted ahead of the briefings; drawing commentary from the Office of Military Affairs/assessment team, integrated operational teams and others, as required, to provide answers that are as comprehensive as possible; and providing information on accessing additional resources, for example, documents from the Dag Hammarskjöld Library.
	XX. Triangular cooperation among the Security Council, the Secretariat and the troop-contributing and police-contributing countries
337	Briefings continue to be arranged for existing and potential troop-contributing countries on predeployment threat assessments, concepts of operations and rules of engagement in existing and new missions.
339	Prior to launching a new peacekeeping mission, a working group consisting of relevant integrated operational team representatives and staff from the Air Transport Service, Military Planning Service, Current Military Operations Service, Force Generation Service and Police Division carry out planning and propose different courses of action for leadership consideration. Once planning is refined, the Security Council approves a final proposal. After approval, the Strategic Force Generation and Capability Planning Cell, the Force Generation Service and the Police Division work together to identify potential troop- and police-contributing countries for the mission, after which the Force Generation Service and the Police Division communicate with potential troop- and police-contributing countries regarding their willingness and state of preparation for deployment. When a major reconfiguration of a current mission is suggested following a strategic review, military capability study and/or technical assessment, the required information is shared immediately following approval with troop-contributing countries by the Force Generation Service and with police-contributing countries by the Police Division.
340	Regular meetings with troop- and police-contributing countries were held during the reporting period. Relevant Member States, including host Governments, were informed before the reviews about the objectives of the reviews and, subsequently, their outcomes. The Secretariat also engaged informally with troop- and police-contributing countries to provide updates regarding urgent situations affecting mission operations, particularly the operational effectiveness, safety and security of personnel on the ground. The Departments of Peacekeeping Operations and Field Support also engaged troop- and police-contributing countries on issues such as force generation, gender, and

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	conduct and discipline, including allegations of sexual exploitation and abuse, the implementation of protection-of-civilian mandates, capability, performance, equipment and national caveats. The findings of the relevant strategic and technical reviews were also consulted and shared with the respective troop- and police-contributing countries. These meetings provided a valuable opportunity for troop- and police-contributing countries to reflect their concerns and for other Member States to better understand the challenges on ground.
	XXI. Enhancement of African peacekeeping capacities
360	The implementation of the new office structure of the United Nations Office to the African Union has begun, and the Office continues to work closely with the African Union to strengthen the partnership. The Office provided briefings to the Peace and Security Council, presenting United Nations positions on emerging and ongoing crises. The Office continued to support the implementation of the mechanisms of the African Peace and Security Architecture by providing expert technical advice and facilitating surge capacity from United Nations headquarters and other entities. It participated in operational assessments, implementation planning, capability readiness assessments, joint reviews and reviews of concepts of operations of the African Union Mission in Somalia. The Office also supported the planning and management of other peace support operations mandated by the African Union, including through a joint assessment for the establishment of the headquarters of the Joint Force of the Group of Five for the Sahel in July 2017.
364	In July 2018, the Secretary-General submitted a report on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of the United Nations Office to the African Union, pursuant to presidential statement S/PRST/2014/27. In the report, the Secretary-General indicated that the Secretariat was working closely with the African Union Commission to develop key components of the compliance framework for international humanitarian law, human rights, and conduct and discipline to achieve greater accountability, transparency and protection of human rights. The Secretary-General also reported that the policies on conduct and discipline and on the prevention of and response to sexual exploitation and abuse had been finalized and that guidance notes on human rights screening for troop-contributing countries were being developed to ensure that personnel deployed to African Union peace support operations did not have prior records of human rights violations.
368	The Secretary-General has prioritized the development of a systematic, predictable and strategic partnership with the African Union, based on the principle of mutual respect and comparative advantages. Since the signing of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security in April 2017, the partnership between the United Nations and the African Union has been characterized by greater consultation, more regular information-sharing and coordinated action. The Secretary-General and the Chairperson of the African Union Commission signed the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development in January 2018. The Under-Secretary-General for Peacekeeping Operations and the Commissioner for Peace and Security of the African Union undertook a joint field visit to the Central African Republic and the Sudan in April 2018. The second annual conference between the Secretary-General and the Chairperson of the African Union Commission and their joint briefing to the African Union Peace and Security Council were held in Addis Ababa on 9 July 2018.
	XXII. Developing stronger United Nations field support arrangements
371	Detailed information on the final evaluation of the global field support strategy, which was completed in 2015, has previously been provided and information has been included in past informal briefings. For reference, in its resolution 70/286, the General Assembly requested the Advisory

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	Committee on Administrative and Budgetary Questions to request the Board of Auditors to issue a compilation of lessons learned from the global field support strategy. To respond to that request, the Board considered the lessons the Department of Field Support had learned from the strategy and the conclusions it had drawn, as well as actions to be taken to better support field missions. The findings were published on the website of the Board of Auditors in 2017 in a report entitled "Compilation of lessons learned from the global field support strategy". The Department of Field Support will continue to report on lessons learned regarding support to the field in its informal briefing before the next session of the Special Committee.
372	An informal briefing will be provided before the next session of the Special Committee.
376	An update on the Regional Service Centre in Entebbe, Uganda, will be provided as part of an informal briefing before the next session of the Special Committee.
377	As in previous years, an informal briefing will be provided to the Special Committee before its next session based on the standard protocol on supply chain management. In addition, please note that a separate text providing a short update of the status of supply chain management, including in the context of management reform, can be found in the current report of the Secretary-General to the Special Committee.
381	The upgrade of information and communications technology (ICT) infrastructure is paramount to information security and the increased resiliency of peacekeeping mission ICT systems. In a data-driven society, proper ICT infrastructure and connectivity are crucial to peacekeeping mission staff and personnel and to the ability of missions to deliver on their mandates. Connectivity remains a major issue in Africa, which is home to most large peacekeeping operations and where fibre optic penetration is less than 5 per cent. As a result, most peacekeeping ICT is secured over satellite. While satellite connectivity is expensive compared with terrestrial options, the cost per unit (megabit per second) has decreased in recent contracts, fulfilling increased demand without major cost surges.
382	The new standards were approved following the meeting of the 2017 Working Group on Contingent-Owned Equipment. An informal briefing will be provided before the next session of the Special Committee.
383	Demonstrating improved Department of Field Support surge capacity, the Rapid Response Section of the Field Personnel Division of the Department of Field Support supported the recruitment campaign for the start-up of MINUJUSTH in Haiti in October 2017. The Rapid Response Section was involved in conducting strategic planning activities, establishing timelines and milestones, advertising international positions in Inspira and supporting hiring managers in the selection process and outreach search. The process involved mobilizing all key offices and hiring managers from three Departments (Peacekeeping Operations, Field Support and Safety and Security) to tackle a total caseload of 353 international posts. (National positions were advertised locally through a dedicated team at MINUSTAH headquarters.) Thanks to the rapid response exercise, by 9 December 2017, when recruitment authority was handed over to the newly established mission, 144 candidates had been selected for international positions (resulting in a vacancy rate of only 12 per cent), of which 103 staff had been onboarded, and 169 national staff had been selected (vacancy rate of 8 per cent). Along with rapid recruitment efforts, the Field Personnel Division was closely involved in liquidating a series of missions during the reporting period, including the United Nations Operation in Côte d'Ivoire, MINUSTAH and UNMIL. Human resources expert teams were involved in supporting those missions in liquidation, including placement or reassignment of staff to other field missions, advising on complex separation cases and coordinating timely submissions to the United Nations Joint Staff Pension Fund.
386	An informal briefing will be provided before the next session of the Special Committee.

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	XXIII. Best practices and training
388	A draft memorandum of understanding was circulated to Member States in 2016 to provide a framework for the Department of Peacekeeping Operations, the Department of Field Support and Member States to deploy pledged training capacity to a peacekeeping mission or a United Nations facility. A template memorandum with annexes is available for the use of any Member State willing to contribute training personnel to support peacekeeping training. An informal briefing will be provided to the Special Committee before its next session.
392	An informal briefing will be provided before the next session of the Special Committee.
394	An informal briefing will be provided before the next session of the Special Committee.
396	The final report of the protection-of-civilians training needs assessment, completed in May 2018, included nine core recommendations with specific priority action points for each office responsible for issues relating to the protection of civilians. The main activities undertaken include:(a) the dissemination of the comprehensive protection-of-civilians training materials through targeted training of trainers, including for military and police officers and Member State trainers; (b) capacity-building support for integrated mission training centres in the implementation of mission-specific and protection of civilian-related training plans; (c) advisory and training enhancement visits to high-risk missions to assist with specific tasks, including planning and conducting tabletop and protection of civilian-specific simulation exercises; and (d) the development of concept notes and launching of SLAED, a stress-testing project to strengthen the crisis management capacity of the five high-risk missions identified in the independent report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". Information on efforts to implement the findings of the training needs assessment will be provided through an informal briefing to the Special Committee before its next session.
398	The training-of-trainers concept is frequently used to develop the training skills of three main beneficiary groups, namely, Member State trainers, mission trainers and subject matter experts working in the field. The purpose of training of trainers varies, including disseminating new training materials and standards and training relevant trainers in delivering them; building the capacity of mission trainers in designing, delivering and evaluating training plans and activities; and developing the delivery skills of substantive experts in their conduct of awareness-raising sessions. To disseminate new training standards for Member States, the Integrated Training Service of the Department of Peacekeeping Operations conducted 19 training-of-trainers courses in 2018 on topics ranging from child protection to specialized topics for military and police officers and units. To support mission trainers and integrated mission training centres, three targeted training-of-trainer courses were delivered, on the conduct of tabletop exercises, on training skills and management of learning and on enhanced learning management systems. All peacekeeping training materials include lessons learned and best practices from the field as a source of learning and a basis for case studies and practical learning examples.
399	Gender issues are mainstreamed throughout all peacekeeping training materials developed by the Departments of Peacekeeping Operations and Field Support. Gender-neutral language and examples are used in all training materials. Military, police and civilian peacekeepers are reminded of specific needs of vulnerable groups, including women and men, and girls and boys, when executing their specific and mandate-related tasks. The specialized training materials on child protection for United Nations military and police personnel were developed in 2017. To roll out the materials, the Integrated Training Service of the Department of Peacekeeping Operations conducted four training-of-trainers courses in the first half of 2018; three more courses will be conducted in the second half of the year. One training-of-trainers course was conducted in French, in Cameroon. Two courses were conducted specifically for United

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	Nations police officers working as child protection focal points in missions. In total, some 140 police officers will be trained on child protection issues. The specialized training materials on child protection are also available on the United Nations Peacekeeping Resource Hub (http://research.un.org/stm) for all peacekeeping partners and regional and national training centres. The 2014 United Nations military specialized training materials on child protection are currently being updated in line with the 2017 child protection policy and will be rolled out during a training course for United Nations military personnel in October 2018. The roll-out of the force directive on child protection is envisaged for three peacekeeping missions in the last quarter of the reporting period. An informal briefing will be provided before the next session of the Special Committee.
400	Gender adviser positions have been created in force and sector headquarters to manage gender-related questions in missions. United Nations Headquarters conducts training courses for military gender and protection advisers twice a year and is rostering candidates to deploy to suitable missions. Gender focal points are currently trained in-mission by the military gender and protection adviser and the civilian gender unit.
401	The Peacekeeping Resource Hub is being upgraded to improve its search functions, user-friendliness and overall design. The Integrated Training Service uploads all new peacekeeping training materials immediately after official release. On average each month, the Peacekeeping Resource Hub receives 87 new subscriptions by Member States and 5,960 sets of training materials are downloaded. These numbers represent a 2 per cent increase from July 2017 to July 2018.
403	In April 2017, the Police Division, in close coordination with Member States and United Nations police components, finalized the revised standard operating procedure on the assessment of the operational capability of formed police units for service in missions based on existing guidance from 2012. Efforts to revise the standard operating procedure on the assessment of individual police officers for service in United Nations peacekeeping operations and special political missions are also nearing completion.
	XXIV. Personnel
409	An informal briefing will be provided before the next session of the Special Committee.
410	The Field Personnel Division continues to reach out to troop- and police-contributing countries through round-table format meetings. These meetings are intended to serve as informational briefing sessions for troop- and police-contributing Member States on recruitment practices, but not to directly affect roster quality. The Field Personnel Division improves rosters, including by ensuring the proper representation of troop- and police-contributing countries, by conducting extensive outreach for generic job openings and position-specific job openings. In addition, multilingualism has been integrated into the strategic plans and budget of the Field Personnel Division, particularly with respect to outreach material and advocacy activities with various Member States and other stakeholders. The Division's Outreach Unit continues to use all six United Nations official and working languages for outreach activities. In addition, outreach banners have also been created in the six official languages. Regarding recruitment and succession planning, the Division has classified more than 1,000 job descriptions in English and French, which are used for advertising generic job openings in Inspira. All translations have been undertaken in accordance with the highest grammatical standards for each of the six official languages, and standard language requirements have been consistently applied across all job openings. The United Nations Terminology Reference System (UNTERM) is used as the standard for United Nations terminology.
412	An informal briefing will be provided before the next session of the Special Committee.

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413	The Departments of Peacekeeping Operations and Field Support continue to implement their standard operating procedures on the selection of heads and deputy heads of mission, with due regard to geographical representation and gender balance, and to enhance the senior appointments selection process by developing additional tools to assess candidates for senior leadership positions.
415	To enhance efficiency and transparency in the selection, recruitment and deployment of qualified military (including senior leadership, staff officers and United Nations military experts on mission) and police personnel and to speed up processing time, the Department of Peacekeeping Operations has revised existing standard selection procedures and developed a computerized human resources system. The system includes information on specific individualized skills and allows for cross-checking of relevant records with other United Nations entities on issues such as conduct and discipline, medical clearance, and certifications of officers' good conduct by Member States. Semi-annual military and police recruitment campaigns are being organized to seek nominations from all Member States. Verification and validation interviews for key positions in force headquarters are also held to ensure the selection of highly competent and experienced staff officers and United Nations military experts on mission for key positions in field missions, other than contracted posts. While ensuring transparency in recruitment processes, due consideration is given to enhancing female participation in peacekeeping operations and to maintaining geographical balance and proper representation of troop- and police-contributing countries. The latter is available at https://peacekeeping.un.org/en/troop-and-police-contributors.
416	Feedback from participants regarding the leadership partnering initiative has continued to be very positive, with the majority noting that they felt better equipped for their assignment as a result. Several mentee participants saw their mentors as a very good "sounding board". All partnerships administered during the reporting period have been extended beyond the initial planned length, demonstrating the usefulness of the initiative. Further information will be provided to the Special Committee through an informal briefing before its next session.
419	The Secretary-General continues to support and encourage greater use of locally recruited staff members. In implementing relevant General Assembly resolutions, the Secretary-General continues to review international functions that could be nationalized. In that regard, nationalization guidelines were sent to the field missions in February 2018, with a revised version shared with missions in October 2018. In addition, the Field Personnel Division of the Department of Field Support issued guidelines regarding the selection of locally recruited staff members in peacekeeping operations. The national staff recruitment guidelines continue to be valid pending the inclusion of national staff selection in the revised staff selection framework.
	XXV. Financial issues
426	Respectful repatriation of human remains is an end-to-end process involving mission support, medical personnel, chief civilian or military personnel officers or the Police Chief of Staff, movement control and the travel and traffic unit. The Movement Control Section of the Logistics Support Division has developed a policy on the operational aspect of moving human remains, while other sections have their own policies regarding their roles in the repatriation of human remains. As stated in the Movement Control Section's Manual on Human Remains, "All personnel involved with the transport of human remains are to ensure that solemnity and respect are shown at all times when handling the task."
428	Through the Action for Peacekeeping initiative, the Secretary-General has called upon Member States, including financial contributors, to renew collective support and engagement in United Nations peacekeeping. To improve its ability to reimburse troop- and police-contributing countries, the Secretariat continuously follows up with Member States on their outstanding contributions. All unpaid

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	assessments are summarized in an online portal on the status of contributions to facilitate payment by Member States. Member States are requested to pay any prior outstanding balance at the time of issuance of new assessments for active missions. Regarding unpaid assessments for inactive or closed missions, these are included in notes verbales that are sent to Member States requesting settlement of unpaid amounts (covering both inactive and active operations). These notes refer to financial regulation 3.5 of the Financial Regulations and Rules of the United Nations, which states that contributions shall be considered due and payable in full within 30 days of the receipt of the communication of the Secretary-General informing Member States of their commitments; to General Assembly resolution 58/1 B of 23 December 2003, in which, inter alia, all Member States were urged to pay their assessed contributions in full, on time and without imposing conditions; and to Assembly resolution 56/243 A of 24 December 2001, in which Member States in a position to do so were encouraged to provide a schedule of payments or other information about their intentions to clear their accumulated arrears. For closed missions, during the sixty-sixth to sixty-eighth sessions of the General Assembly, the Secretary-General made proposals to Member States to address the issue of outstanding dues in respect of contingent-owned equipment and letters of assist for closed missions with cash deficits (see A/66/665, A/67/739 and A/68/666). The General Assembly has deferred consideration of those proposals.
431	The Secretariat continues to review and revise memorandums of understanding to facilitate operational suitability and readiness. Pursuant to the recommendation of the 2017 Working Group on Contingent-Owned Equipment, copies of the statement of unit requirements are added to the memorandums to ensure enhanced suitability. The Secretariat is further able to confirm the positive role of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Boards in recommending amendments to memorandums of understanding to reflect operational realities. At the strategic level, the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board at Headquarters continues to monitor the status of all memorandums of understanding and statement of unit requirements on a periodic basis.
432	The formal guidelines on the award of risk and key enabling premiums are currently under review, and issuance is anticipated following the required internal approval process. In the interim, the principles of the draft guidelines have been implemented, and payments of risk premiums for particular units have been authorized following endorsement by the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board at Headquarters and the relevant senior leaders.
433	Mission Contingent-Owned Equipment/Memorandum of Understanding Management Review Boards review the status of contingent-owned equipment and identify gaps in capabilities to the Review Board at Headquarters. Details of shortfalls owing to significant contingent-owned equipment gaps are subsequently shared in individual notes verbales to the respective Permanent Missions. Permanent Missions of troop- and police-contributing countries also receive a copy of contingent-owned equipment verification reports, first through the contingent commander at the field level, and again at the time of payment of quarterly contingent-owned equipment reimbursements. Details of contingent-owned equipment shortfalls are also made available to the respective Permanent Missions upon request.
438	Periodic and continuing briefings are provided regarding the deliberations of the legislative bodies on the annual peacekeeping budgets. Respective Headquarters and mission-level senior leaders are also made aware of relevant decisions.

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	XXVI. Other matters
439	The Secretariat has been seeking to coordinate even more closely with the Bureau of the Special Committee to ensure that briefings and updates are available as early as possible.
442	A comprehensive informal briefing on this issue was provided at the time of the most recent session of the Special Committee. Further inquiries on the issue, should any be required, may be made during the informal briefing on field support provided to the Special Committee before its next session.